

# Right from the Start: Taking Charge in a New Leadership Role

Ciampa, Dan

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# Right From The Start Taking Charge In A New Leadership Role

**Rob Silzer, Ben E. Dowell**



## **Right From The Start Taking Charge In A New Leadership Role:**

*Right from the Start* Dan Ciampa, Michael Watkins, 2005 *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

**Harvard Business Essentials: Guide To Negotiation** Harvard Business Essentials, Richard Luecke, 2003 Negotiation whether hammering out a great job offer settling a dispute with a client drafting a contract or making trade offs between business units is both a necessary and challenging aspect of business life In the business world confident negotiators are always in high demand Bringing a difficult negotiation to a successful conclusion can be one of the most exhilarating and valuable aspects of business today Packed with practical advice and handy tools Negotiation will help any manager sharpen skills and yield a sizable payoff Contents include Preparing the necessary information before a negotiation Managing multiparty negotiations Assessing the position of the opposing side Determining your sources of power and authority in a negotiation Recognizing the barriers to agreement and how to overcome them Plus readers can access free interactive tools on the Harvard Business Essentials companion web site Series Adviser Michael Watkins Associate Professor Michael Watkins does research on negotiation and leadership He is the coauthor of *Right From the Start Taking Charge in a New Leadership Role* HBS Press 1999 and the author of *Taking Charge in Your New Leadership Role A Workbook* HBS Publishing 2001 both of which examine how new leaders coming into senior management positions should spend their first six months on the job Harvard Business Essentials The Reliable Source for Busy Managers The Harvard Business Essentials series is designed to provide comprehensive advice personal coaching background information and guidance on the most relevant topics in business Drawing on rich content from Harvard Business School Publishing and other sources these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience To assure quality and accuracy each volume is closely reviewed by a specialized content adviser from a world class business school Whether you are a new manager interested in expanding your skills or an experienced executive looking for a personal resource these solution oriented books offer reliable answers at your fingertips

*Leadership Transitions: The Watkins Collection (4 Items)* Michael D. Watkins, 2014-08-19 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

Breaking Into the Boys' Club Molly D. Shepard, Jane K. Stimmler, Peter J. Dean, 2009-05-16 Breaking into the Boys Club is the ultimate guide to success for women in business No matter what stage in your career or what job position you hold this book offers you practical relatable ways to evaluate your work style and workplace culture in order to better understand behavior that may be holding you back from advancing in your field

*Effective Management of Long-Term Care Facilities* Douglas A. Singh, 2021-11-10 Effective Management of Long Term Care Facilities Fourth Edition examines the complex operations of the long term care facility and offers critical skills to current and future long term care administrators for delivering quality cost effective services An excellent resource for both new and seasoned long term care managers this logically organized text begins with an understanding of what long term care is and why it is an integral part of the health care delivery system It moves on to explore the legal and regulatory parameters and payment constraints within which long term care facilities must be managed each of the main functional departments that administrators must understand and oversee and effective governance and leadership and management of human resources marketing and quality much of which is unique to nursing home administration The final section of the book offers case studies to simulate situations that the administrator is likely to encounter in practice

**Developing an Onboarding Program to Improve Senior Leader Transitions in the Army** Lori Foster Thompson, 2009

**Leadership Succession and Transition for Museums and Arts Organizations** Kaywin Feldman, 2024-10-14 This book will help facilitate successful leadership transition in museums and arts organizations It is commonly noted that the greatest number of airline accidents happen during takeoff and landing The same is true for arts organizations we are at our most vulnerable during times of transition and it is critical that staff and volunteer leadership succeed in this difficult phase Surprisingly staff and boards must invent the practice each time as there is currently no how to guide for leadership transition in the arts The day that a CEO announces their resignation whether of their own decision or not is a milestone moment in an organization's history It is a time of high vulnerability for the institution due to the challenges of appointing an effective interim director and high staff board and community anxiety about the future Search committees are formed and more often than not include patrons and community representatives who are key stakeholders but may lack experience in effective hiring Once the new executive is appointed it is critical for the board members and the new director to begin with an intentional and strategic onboarding plan The book features three main sections covering the period from departure announcement to the final farewell the search and interview process and onboarding and succession planning It was written for the boards of arts organizations search

committees and for staff leadership      **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      **Strategy-Driven Talent Management** Rob Silzer, Ben E. Dowell, 2009-11-04 Organizations today understand that superior talent can create competitive business advantage Executives are working with human resource managers and talent professionals to significantly improve their organization's ability to attract develop deploy and retain the talent needed to achieve the organization's strategies Effective CEOs and senior leaders are realizing that strong talent resources are as critical to business success as financial resources This book in the SIOP Professional Practice Series provides an up to date review and summary of current and leading edge talent management practices in organizations A comprehensive book *Strategy Driven Talent Management* brings together an outstanding group of leading practitioners who present state of the art ideas best practices and guidance on how to recruit select assimilate develop and retain exceptional talent and integrate talent management efforts with organizational strategy Written for human resource professionals industrial organizational psychologists and corporate executives this key resource is a clear must read guide to the emerging field of strategic talent management *Strategy Driven Talent Management* shows how to build competitive advantage through an integrated and strategic talent management program summarizes what it takes to attract develop deploy and retain the best talent for the strategic needs of an organization reviews critical issues such as managing talent in global organizations and measuring the effectiveness of talent management programs includes case examples and CEO interviews from leading edge companies such as PepsiCo Microsoft Home Depot Cargill and Allstate which reveal how each of these organizations drives talent management with their business strategies This essential must have HR resource offers insight into the future of strategic talent management an extensive annotated bibliography and suggestions for preparing the next generation of organizational leaders      *Otherwise Engaged* John Guaspari, 2015-01-06 Ask leaders what their biggest challenge is and

they're likely to say It's the people part of the job the soft stuff the so called intangibles Otherwise Engaged shines a bright light on the cause of this challenge a fundamental misunderstanding of the true nature of intangibles like engagement empowerment respect The book focuses on the too often overlooked first step in any such effort How to stop doing the things that cause people to disengage Once you gain a better deeper understanding of the true nature of the intangibles you'll discover that you already know what to do in order to be more effective in this domain Through a story told in a light humorous style the author helps you discover what the problem is You'll learn why good faith efforts to promulgate values throughout an organization can be ineffectual and in some cases even damaging In the process you'll develop a felt need to challenge the assumptions under which you've been working and to become more open to the possibility of considering a different way

*Leading in Times of Crisis* David L. Dotlich, Peter C. Cairo, Stephen H. Rhinesmith, 2009-04-27

**LEADERS TODAY ARE GRAPPLING** with complex choices diverse customers and employees and unprecedented uncertainty in the economic environment Business models are becoming obsolete cost and performance pressures are growing regulatory requirements are changing and trust in institutions is declining Tackling these and other growing demands requires every leader to radically rethink what constitutes effective leadership *Leading in Times of Crisis* presents a new approach and concrete steps to compete in this complex diverse and uncertain marketplace Drawing on compelling research and more than twenty interviews with CEOs and top level executives former executives and professors David Dotlich Peter Cairo and Stephen Rhinesmith highlight the growing urgency to evolve from a traditional one dimensional leadership model to what they term whole leadership Whole leadership allows leaders to act in three ways that are important now but absolutely essential to their business in the future **RETHINK YOUR BUSINESS CONNECT WITH STAKEHOLDERS LIVE YOUR VALUES** In an accessible no nonsense style the authors provide new and experienced leaders with specific action steps for facing difficult choices engaging diverse customers and employees and acting in the face of uncertainty to deliver results and move companies forward in a turbulent demanding and resource constrained world *Leading in Times of Crisis* will help you become a whole leader by aligning your purpose skills and decisions with the outcomes your business requires Read it and find out how every leader has the potential to make a difference in this new world

**Shaping the Game** Michael Watkins, 2006 The author of the bestselling *The First 90 Days* now zeroes in on the most critical skill leaders must master to secure new roles and accelerate their transitions negotiation

**Parameters**, 2000

**Learning the Ropes** Sharon Naylor, 2014-05-14 Understanding what to expect from the first day on the job and how to successfully navigate the workplace environment can help ease a challenging transition *Learning the Ropes* Second Edition tackles the difficult subject of how to fit into a new context whether work or school Something that everyone must experience at some point the awkward period of figuring out how things work and what is expected of one in a new situation is less difficult with some know how This book helps students overcome the OC first day jittersOCO and prepares them for some of the realities of work life including dress codes

organizational hierarchies co worker conflicts and resolutions and some basic rights of every employee      **Negotiating on Behalf of Others** Robert H. Mnookin, Lawrence E. Susskind, 1999-10-11 Negotiating on Behalf of Others offers a framework for understanding the complexity and effects of negotiating on behalf of others and explores how current negotiation theory can be modified to account for negotiation agents Negotiation agents are broadly defined to include legislators diplomats salespersons sports agents attorneys and committee chairs anyone who represents others in a negotiation Five major negotiation arenas are examined in depth labor management relations international diplomacy sports agents legislative process and agency law The book concludes with suggestions for future research and specific advice for practitioners Chapter authors and commentators are leading figures in the field of negotiation Negotiating on Behalf of Others is a must read for professional negotiators graduate students and scholars in the areas of business public policy law international relations sports and economics Negotiating on Behalf of Others is the result of the first of a series of seminars conducted by the faculty of the Program on Negotiation at Harvard on complicating factors in negotiations The first of these complicating factors selected for study was the effect of the presence of an agent on the negotiating process      *Crack the C-Suite Code* Cassandra Frangos, 2018-03-08 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 derailers 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

**Transitions at the Top** Dan Ciampa, David L. Dotlich, 2015-04-21 Clear actionable guidance toward managing a major leadership change Transitions at the Top is an insightful informative guide to navigating a change in leadership A smooth transition is critical to both the health of the organization and the success of the new leader but good planning and strong strategy can help organizations come out fresher and more driven on the other side This book provides the specific principles guidelines and actions that boards C suite executives and HR leaders need to guarantee a successful CEO transition Continuity is key as one leader passes the mantle to a successor and this book spans the steps and events that take place from when the candidate accepts the offer all the way through the point where a critical mass of followers have accepted him or her as the established leader Coverage includes guidance on who should be engaged in the process as well as role specific advice for each member of the transition management team Many books have been written to advise new incoming CEOs but there is little guidance available for the organization as a whole This book provides actionable advice on smoothing the transition without breaking stride Maintain continuity during leadership transitions Strengthen focus on culture systems and processes Engage all influential executives in smoothing the transition Lay a foundation to help the new leader succeed The transition management team plays a crucial role in maintaining the health of the organization during a time of major change Strong strategy becomes critical when an organization is in flux and high engagement is key Transitions at the Top provides expert insight clear guidance and a solid plan for a smoother transition

**Assimilating New Leaders** Diane Downey, 2001

**The First 90 Days in Government** Peter H. Daly, Michael Watkins, Cate Reavis, 2006-07-10 More than 250 000 public sector managers in the United States take on new positions each year and many more aspire to leadership Each will confront special challenges from higher public profiles to a greater number of stakeholders to volatile political environments that will make their transitions even more challenging than in the business world Now Michael Watkins author of the bestselling book The First 90 Days applies his proven leadership transition framework to the public sector Watkins and coauthor Peter Daly address the crucial differences between the private and public sectors that go to the heart of how success and failure are defined measured and rewarded or penalized This concise practical book provides a roadmap that will help new government leaders at all levels accelerate their transitions by overcoming nine transition challenges ranging from clarifying expectations to defining goals to building a team to managing personal stress The authors also offer detailed strategies for avoiding major transition traps Zeroing in on the challenges faced by new government leaders The First 90 Days in Government is the indispensable guide for anyone seeking to lead and succeed in the public sector

**Going Global** Kyle Lundby, Jeffrey Jolton, 2010-03-10 Today s global organizations operate at an extraordinary level of complexity They not only contend with diverse languages cultures and political legal situations they must also deal with differences based on national boundaries organizational size product and services mix functional



specialization and customer sets Going Global offers human resource professionals and I O psychologists a comprehensive resource for meeting the challenges of the global work environment Edited by Kyle Lundby along with Jeff Jolton and a team of leading edge practitioners this comprehensive volume uses the employee lifecycle as an underlying framework and is organized into three sections Practical considerations for HR and OD practitioners in a global environment Attracting and selecting global talent and Maximizing performance in the global workplace Within each section authors explore key cornerstones of I O practice e g selection leadership development applied to the global workplace Going Global outlines the best practices in the field and is filled with down to earth advice from those who have worked in the field The book not only provides insightful analysis of such broad topics as what it means to be global and HR s strategic role in global organizations it examines the undercurrent of culture and its pervasive influence on organizations and the people that comprise them Going Global also contains valuable information on global employee attraction selection and retention strategies as well as current thinking about intercultural competence training work family balance and the expatriate experience Going Global doesn t offer a one size fits all approach but rather includes many strategies and solutions that can apply to a wide variety of situations and organizations Going Global offers firms a roadmap for creating a winning program for international success

Right From The Start Taking Charge In A New Leadership Role: Bestsellers in 2023 The year 2023 has witnessed a noteworthy surge in literary brilliance, with numerous captivating novels captivating the hearts of readers worldwide. Lets delve into the realm of bestselling books, exploring the captivating narratives that have enthralled audiences this year. The Must-Read : Colleen Hoover's "It Ends with Us" This heartfelt tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover masterfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Uncover the Best : Taylor Jenkins Reid's "The Seven Husbands of Evelyn Hugo" This spellbinding historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reid's captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Discover the Magic : Delia Owens' "Where the Crawdads Sing" This captivating coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens spins a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These bestselling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of captivating stories waiting to be discovered. The novel begins with Richard Paffen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a masterful and thrilling novel that will keep you guessing until the very end. The novel is a warning tale about the dangers of obsession and the power of evil.

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