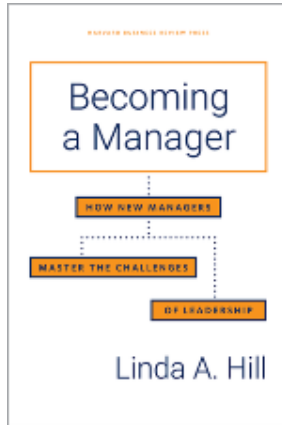


PM WORLD BOOK REVIEW



Book Title: ***Becoming A Manager: How New Managers Master The Challenges of Leadership, 2nd Ed.***

Author: **Linda A. Hill**

Publisher: Harvard Business Review Press

List Price: \$32.00 Format: Hardcover, 420 pages

Publication Date: March 2019 ISBN: 978-1-63369-696-9

Reviewer: **Peter M. Walker, BFA, PMP**

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Introduction

Becoming A Manager: How New Managers Master The Challenges of Leadership, Second Edition, came out on March 19, 2019. The book is a wonderful update to the first edition published in 2003. The author, Linda A. Hill, is a Professor of Business Administration at Harvard Business School. Her methodology in the Appendix was easy to read and digest.

The book's structure is divided into 5 main sections, mainly based around the facts and myths of transforming from an individual producer to becoming a manager and team leader. The narrative structure is written as a journey with an experienceable perspective from the author and the nineteen first year managers. The Epilogue is geared towards creating a culture of leadership and learning, aimed at senior management.

Overview of Book's Structure

Becoming A Manager: How New Managers Master The Challenges of Leadership, Second Edition is arranged in five broad sections: Learning What It Means to Be a Manager, Developing Interpersonal Judgement, Confronting the Personal Side of Management, Managing the Transformation, Dispelling the Myths of Management with Epilogue. The main section introductions are Preface to the Second Edition, Preface and Introduction. The main sections are followed by an Appendix, Notes, Selected Bibliography, Index and About the Author.

The material is arranged as follows:

Preface to the Second Edition

Preface

Introduction

- I. Learning What It Means to Be a Manager; 1. Setting the Stage; 2. Reconciling Expectations; 3. Moving Toward a Managerial Identity
- II. Developing Interpersonal Judgement; 4. Exercising Authority; 5. Managing Subordinates' Performance
- III. Confronting the Personal Side of Management; 6. Gaining Self-Knowledge; 7. Coping with the Stresses and Emotions
- IV. Managing the Transformation; 8. Critical Resources for the First Year; 9. Easing the Transformation
- V. Dispelling the Myths of Management with Epilogue; 10. Exercising Influence Without Formal Authority; 11. Building an Effective Team; 12. Learning for a Lifetime

Epilogue: Creating a Culture of Leadership and Learning

Highlights

The book starts in a very strong way with the expectations and agenda of the managerial role from the perspective of the new manager, superiors and personal subordinates. The standards for the starting point of the new manager are stated.

The second stage is the transformation of the manager in knowledge, authority, judgement and emotions. A new personality is being created.

The third stage is a blueprint for building an effective team and continuing education for the professional manager. A plan for future success as a manager.

Highlights: What I liked!

The Gaining Self Knowledge subsection points out the thinking with the heart and head together in making decisions. Making a balance between the two has always been important in my experience. The Burdens of Leadership shows the reader that as a new

manager, general management is really risk management and the challenges that are presented to the new manager on a regular basis. I liked both points as it reflects on how important emotional IQ is a difference maker on how successful the manager will be in their career as well as knowing when to be a Theory X or a Theory Y personality.

Chapter 11: Build an Effective Team and Chapter 12: Learning for a Lifetime is a blueprint for successful professional management. Continuing Education is a needed component for success in medicine, law, software development and project management. Using fresh knowledge to build effective teams on a continual basis while updating current knowledge can be a ongoing struggle. Knowing what the standards are from experienced individuals for learning and building multi-generational teams usually leads to a long career in management.

Who might benefit from the Book?

The people who will benefit from this book are:

- Anyone who is planning to write or passed a project management exam;
- Anyone who wants a career as an executive in the C-suite or general management;
- Anyone who obtains a large number of certifications;
- Accidental Project Managers and Entrepreneurs.

Conclusion

Continuing education will be a constant endeavor going forward in anyone's career. The learning mantra of the 20th century was "Reading, writing and arithmetic". The new learning mantra for the 21st century is the ability to "Learn, unlearn and relearn". The new mantra is especially important as IBM estimates that the doubling curve of knowledge will be every 12 hours by 2020.

If you are a new or experienced manager, you will need to have a valuable resource like this book in your personal library. It is a road map for management that will give you seasoned knowledge for your managerial career, especially if the senior management creates a culture of leadership and learning.

For more about this book, go to: <https://store.hbr.org/product/becoming-a-manager-how-new-managers-master-the-challenges-of-leadership/10238>

Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published.

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About the Reviewer



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Peter M. Walker, B.F.A., P.M.P. has been an entrepreneur, business owner and manager working at the intersection of healthcare and IT for almost 20 years in the Dallas/Fort Worth Metroplex. He is in a career transition, obtaining a CAPM certification in February 2019 and a PMP certification in May 2019. He is in progress of obtaining Salesforce certifications.

Looking for an intrapreneurial role with a large organization in healthcare and life sciences, Peter has the experience and enthusiasm to fulfill the role of Project Manager with a servant leadership perspective. Peter can be contacted at pmac1230@gmail.com or on LinkedIn at <https://www.linkedin.com/in/peterwalkertexas/>