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# Becoming a Manager

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HOW NEW MANAGERS

.....

MASTER THE CHALLENGES

.....

OF LEADERSHIP

Linda A. Hill

PHÒNG QUẢN LÝ THÔNG TIN VÀ SÁCH  
TRƯỜNG ĐẠI HỌC THƯƠNG MẠI HÀ NỘI  
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## Linda A. Hill

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## Preface to the Second Edition

It is hard for me to believe that more than ten years have gone by since I began collecting data for *Becoming a Manager*. At that time, although we knew much about what effective managers did and what they were like, we knew little about how they became that way. My ambition was straightforward: permit new managers to speak for themselves about their experiences of learning to manage and lead. Nineteen new managers allowed me to chronicle the triumphs and tribulations of their first year on the job, and their experiences have resonated with managers around the world. Rarely a month goes by in which I do not hear from a new manager relieved to learn that his or her experience is not unique. As an experienced executive at a *Fortune* 100 company once said to me, *Becoming a Manager* is about the “fundamentals.”

New managers—from a new parish priest in New York to a new R&D manager in Shanghai—report that becoming a man-