Features

48 Becoming the Boss
Linda A. Hill
The experience of becoming a boss for the first time offers an individual—some might call it a test—on the psyche. But the transition to new manager doesn’t have to be quite so painful.

58 Courage as a Skill
Kathleen K. Reardon
On many in business is rarely measured, rated, or rewarded, it results from careful deliberation and implementation. The “courage calculus,” consisting of six decision-making principles that can be boiled over time, helps managers make bold moves that will lead to success while avoiding certain failure.

66 The CEO’s Second Act
David A. Audretsch
A new CEO’s tenure can take quickly once he or she has solved the company’s immediate problems and the next set of challenges comes along. A chief executive’s Act II requires a lot less area building and a lot more from below.

76 Firing Back: How Great Leaders Rebound After Career Disasters
Jeffrey A. Sonenfeld and Andrew J. Ward
Stunning recoveries are possible for even the most catastrophic of setbacks. Michael Huyhn, Martin Stute, and Gary Vittinger each came back from the depths by following the path of the unusual hero.

86 What to Ask the Person in the Mirror
Robert S. Kaplan
No matter how talented and successful you are, you will make mistakes. But the higher up the ladder you go, the fewer people there are to tell you when you’ve made a mistake. To assess your performance, you should periodically ask yourself a series of pointed questions.

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Departments

8 FROM THE EDITOR
All Eyes on You

Leaders are measured in many ways: their skills, their achievements, and their personal lives. But one of the most important ways to judge a leader is by how much they care about their employees. When employees feel valued, they are more likely to be engaged, motivated, and committed to the success of the organization. This is particularly true for leaders in the technology sector, where the pace of change is rapid and the competition is fierce. It's important for leaders to take the time to listen to their employees and understand their needs and concerns. By doing so, leaders can create a culture of trust and respect, which will help to drive the organization forward.

15 PERSPECTIVES
Moments of Truth: Global Executives Talk About the Challenges That Shaped Them as Leaders

When did you realize you had the right stuff? When did you feel like you were a leader? These are common questions that business leaders ask themselves. The answers can vary, but they all share a common theme: moments of truth. These are the times when leaders are faced with difficult decisions and must make tough choices. It's during these moments that leaders truly earn their title. Whether it's handling a crisis, making a major decision, or navigating a challenging environment, moments of truth allow leaders to demonstrate their leadership skills and earn the respect of their colleagues and subordinates.

27 HERCULES STREET
The Very Model of a Modern Executive

This month's profile of a modern executive is Mark Zuckerberg, the co-founder and CEO of Facebook. Zuckerberg is widely regarded as one of the most successful leaders in the tech industry, and his leadership style is characterized by innovation, vision, and a willingness to take risks. He's not afraid to push boundaries and think outside the box, and he's able to inspire his team to do the same. Zuckerberg's leadership style has helped Facebook to become one of the most successful companies in the world, and his impact on the tech industry is undeniable.

40 MANAGING YOURSELF
How Leaders Create and Use Networks

Networking is a crucial skill for leaders, and it's something that they do on a daily basis. The key to effective networking is to build relationships that are based on mutual respect and trust. This means being genuine, honest, and transparent, and it means being willing to listen and learn from others. By building a strong network, leaders can gain valuable insights and perspectives that will help them to make better decisions and be more effective in their roles.

96 STRATEGIC JOURNAL
Best of HBR

Leaving Change: Why Transformation Efforts Fail

John P. Kotter

Companies often cope with new, more challenging environments by making fundamental changes in the way they do business. To succeed, they often need to make significant changes to their strategies, structures, and processes. However, many companies fail to make the necessary changes because they don't have a clear understanding of what changes are needed or how to implement them. This article provides a step-by-step guide for leaders who want to make successful changes in their organizations.

104 BEST OF HBR
When a New Manager Takes Charge

John J. Galanz

As a new manager, it's important to get things off the ground and start delivering results. This article provides tips for managers who are new to their roles. It offers advice on how to build a strong team, set clear goals, and motivate employees. Whether you're a new manager or a seasoned professional, this article offers valuable insights that will help you to succeed in your role.

118 LETTERS TO THE EDITOR

The science may be elegant, but the bedside drug treatments for sickle cell anemia are still not very effective. The article notes that the disease is difficult to treat and that there is a need for more research. The letter argues that the current treatments are not good enough and that more needs to be done to find better solutions. The letter concludes by calling for increased funding for medical research and more support for those affected by sickle cell anemia.