Becoming a Top Manager

Tools and Lessons in Transitioning to General Management

Kevin Kaiser, Michael Pich and I.J. Schecter

IJ

٧

JIJOSSEY-BASS"

A Wiley Brand

Contents

X

"ft*		4 -	
Acknowledgement	s		χi
Introduction			1
SECTION 1: MANAGI	NG THE BUSINE	SS	
Chapter 1: Embrac	ing the Why		17
Chapter 2: Seeing	the Implications	;	43
Chapter 3: Befrien	ding the Numbe	rs	73
SECTION 2: MANAGE	ING OTHERS		
Chapter 4: Leaving	g the Nest		101
Chapter 5: Bridgin	g the Gap		127
Chapter 6: Walking	g the Talk		157
SECTION 3: MANAG	ING YOURSELF		
Chapter 7: Taking	the Reins		191
Chapter 8: Passing	g the Test		217

X CONTENTS

Chapter 9: Sustaining the Journey		243
A Final Word	265	
About the Website	V.	267
	V.	•i
About the Authors		269
Index		273