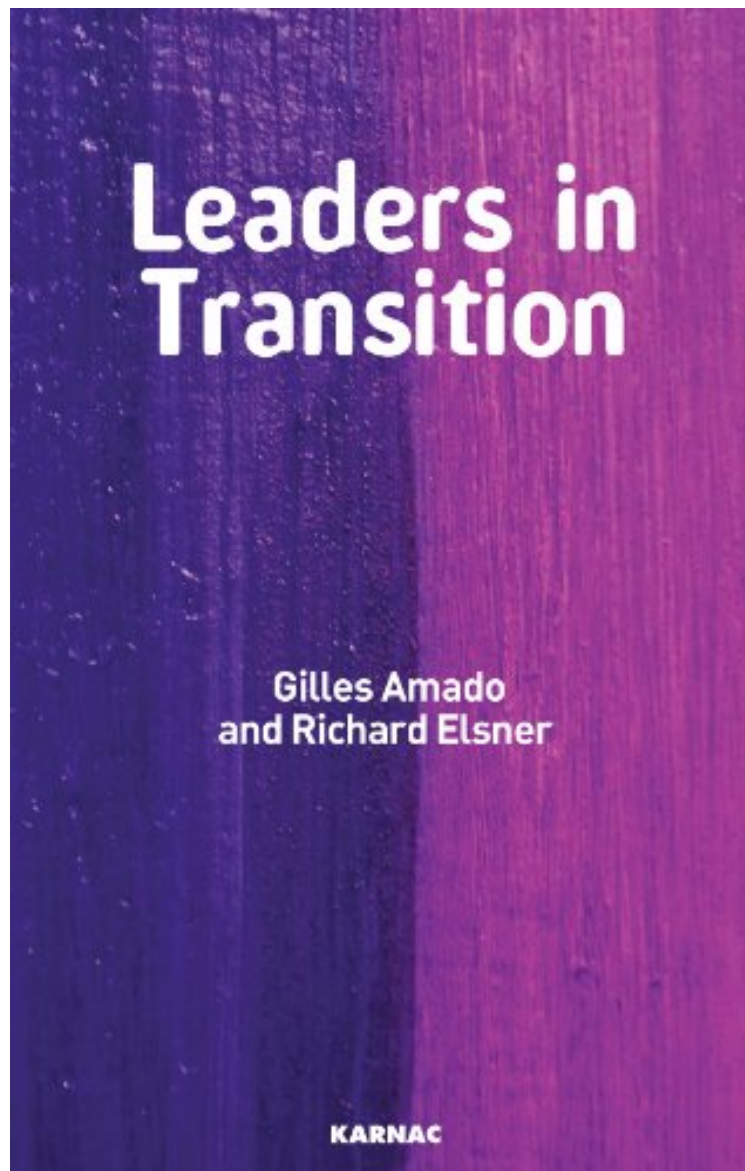


(Mobile pdf) Leaders in Transition: The Tensions at Work as New Leaders Take Charge

# Leaders in Transition: The Tensions at Work as New Leaders Take Charge

*Gilles Amado, Richard Elsner*  
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**Gilles Amado, Richard Elsner : Leaders in Transition: The Tensions at Work as New Leaders Take Charge**  
before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leaders in Transition:  
The Tensions at Work as New Leaders Take Charge:

Leaders in Transition brings a new perspective on why some leaders succeed more than others when taking charge of an organisation. Based on in-depth case studies, when four new leaders and their teams in large and complex international organisations were tracked for over a year, this book uncovers that success in managing transition is directly related to leaders' ability to balance tensions, appropriately to the context. The reasons for each leader's effectiveness are explored and analysed, allowing the authors then to extrapolate some general conclusions about the ways in which these tensions reveal themselves during all leadership transitions. Evidently, the success or failure of a new leader is the result of the way multiple actors (the new leader, his or her boss, his organisation and its stakeholders) behave, before and during the taking charge. These multiple interactions are revealed and discussed. The reader will find in the book a rich description of the main elements which he or she can learn to combine and balance in ways which are appropriate for the context and which will enable greater mastery of the transitional phase of leadership.

“Newly appointed leaders in today’s internet world have to hit the ground running, and to know how to take early advantage of their very newness. I wish I had had the benefit of Amado and Elsner’s insights before I faced the challenges of taking the official helm of a Government Department. The psychodynamic analysis they offer will help a new leader make sense of the conflicting tensions and mix of emotions that they are bound to encounter when they push down on the accelerator of change. The candid testimony of the leaders whose managerial journeys the authors followed provide telling personal insights into what works, and what both set-backs and ultimate success feel like, inspiring that extra confidence to strike out boldly.” (Sir David Omand, GCB, ex-Permanent Secretary of the Home Office and of the Cabinet Office, Great Britain)

“Faced with the demands and stresses of challenging, unfamiliar roles even experienced managers need points of reference to guide them, and against which to analyse and assess their actions. The tensions identified in this book will be readily recognized by all managers who have ever sought to improve themselves and to understand how they can become more effective leaders. Practical, accessible and enlightening.” (Richard Barker, General Manager, Commercial Network, Post Office Ltd.)

“In a world of rather strident treatises on leadership, the work of Gilles Amado and Richard Elsner stands out for its thoughtfulness, rigour and applicability to the complex, real-life workplace. The research underpinning their findings is impressive, but they never lose touch with the need to apply this to the professional challenges business leaders face today. This is a book which is thought-provoking, readable and useful and one worth returning to whenever one faces a new leadership challenge.” (Deborah Loudon, Director General, Civilian Personnel, The Ministry of Defence)

“Amado and Elsner bring us something readers so rarely get: no-nonsense factual accounts of leaders taking charge in a range of contexts. Then the authors cut through the complexity of the data to show us what factors really made the difference between success and failure. This has got to be one of the most insightful and practical leadership books that I have read for a long time.” (Graham Prentice, Global Human Resources Director, Nestle Nutrition)

“This is one of the rare management books which focuses on the extraordinary decisive first moments in a new position. Success effectively depends on the emotional intelligence that is applied to understand the specifics of the organizations rather than on the technical skills. In-depth case studies are presented that make this book very useful and easy to read. I recommend it to all managers who wish to give a real boost to their own career.” (Concetta Lanciaux, Advisor to the Chairman, LVMH Group)

**About the Author**  
Gilles Amado is Professor of Organizational Psychosociology at HEC School of Management (Paris), a founding member of the International Society for the Psychoanalytic Study of Organizations and the Centre International pour la Recherche, la Formation et l’Intervention Psychosociologiques, an associate member of the Bayswater Institute, and a chief editor of the Nouvelle Revue de Psychosociologie.  
Richard Elsner is a consultant and a writer. He is the Managing Director of The Turning Point, a consultancy specializing in business leadership transitions, which he co-founded with Bridget Farrands and three other colleagues. He has played a key role in shaping The Turning Point’s approach to helping make leaders’ transitions a time of achievement and of learning.