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YOUR NEXT MOVE: The Leader's Guide to Navigating Major Career Transitions
Michael D. Watkins

The new release from the bestselling author of THE FIRST 90 DAYS

The path to the top is built step-by-step through a series of major career moves. Every time leaders make a move they have the opportunity to shine or to stumble. Shine and they will be positioned for still greater things. Stumble and they may never recover.

Michael D. Watkins, bestselling author and Chairman of transition acceleration firm Genesis Advisers, has extensive experience with leaders in transition and brings his latest thinking to readers in **YOUR NEXT MOVE: The Leader's Guide to Navigating Major Career Transitions** (Harvard Business Press; October 6, 2009; \$26.95). In the book, Watkins shows how to survive and thrive in all of the classic major transitions leaders should expect to face during their career—from promotions and onboarding into new organizations to leading former peers and entering turnaround situations.

Today's leaders face their toughest challenges ever—many of them moving into new roles with increased responsibility and complexity, while traversing one of the most difficult business environments in decades. But the importance of their work remains: Failure to take charge quickly results in high costs, both for the leader and for the leader's organization.

Watkins provides the insights, strategies, and tools needed to accelerate through crucial turning points. Based on a decade of research, **YOUR NEXT MOVE** explores eight perennial transitions that executives will encounter at various stages of their career. Framed by real examples and filled with practical tools, Watkins outlines critical personal and organizational requirements for success. Readers will learn to:

- ▶ Adjust their approach to **DELEGATION**
- ▶ **REENGINEER RELATIONSHIPS** with both peers and bosses
- ▶ Build the right political “wiring” to **FORGE STRONG ALLIANCES**
- ▶ Focus efforts on the right initiatives to **SECURE EARLY WINS**
- ▶ Tailor their **LEADERSHIP STYLE** to better match the situation or culture
- ▶ Assess the health of multiple units and **STRATEGIZE** accordingly

The necessary complement to the author's bestselling guide **THE FIRST 90 DAYS**, the new book **YOUR NEXT MOVE** offers the necessary observations and management wisdom for any manager or executive seeking to maintain career momentum. To learn more, visit www.YourNextMove.net.

About the Author:

Michael D. Watkins is the world's leading expert on accelerating transitions. He is the author of the international bestseller *The First 90 Days: Critical Success Strategies for New Leaders at All Levels*. Watkins is Chairman of Genesis Advisers (www.genesisadvisers.com), a leadership development company located in Newton, Massachusetts. Previously he was a professor at IMD in Switzerland, INSEAD in France, the Harvard Business School, and the Kennedy School of Government at Harvard.

From the Introduction to YOUR NEXT MOVE:

I decided to catalogue the types of transitions leaders experience during their careers and to think about the implications for how they could all be accelerated. Doing so was relatively straightforward, because I'd been surveying participants in my transition acceleration programs for many years on the types of moves they were experiencing. Delving into this data revealed that most leaders experience some or all of the following types of transitions at some point (and usually multiple times) in their professional lives...

After much thought, I selected eight common types of career moves as representative types; each is the subject of a chapter in this book. The eight types are:

- *The promotion challenge* – Moving to a higher level in the hierarchy and understanding what “success” looks like at the new level, including issues of focus, delegation, developing leadership competencies, and demonstrating “presence.”
- *The leading-former-peers challenge* – An important variant of promotion in which the leader is elevated to manage a team that were formerly his or her peers, with the associated challenges of establishing authority and altering existing relationships.
- *The corporate diplomacy challenge* – Moving from a position of authority to one in which effectiveness in influencing others and building alliances are critical for getting things done.
- *The on-boarding challenge* – Joining a new organization and grappling with the need to adapt to new culture, develop the right political “wiring,” and align expectations up, down, and sideways.
- *The international move challenge* – Leading people in an unfamiliar ethnic culture while at the same time moving one’s family and creating a new support system.
- *The turnaround challenge* – Taking over an organization that is in very deep trouble and figuring out how to save it from destruction.
- *The realignment challenge* – Confronting an organization that is in denial about the need for change and creating a sense of urgency before emerging problems erupt in a crisis.
- *The business portfolio challenge* – Leading an organization in which different parts are in different states – startup, turnaround, accelerated growth, realignment, and sustaining success – and figuring out where to focus and how to build momentum

This is by-no-means a definitive list of all the possible moves business leaders experience during their careers ... The eight types are a reasonably comprehensive catalogue of the critical moves most business leaders make at some point in their careers. They are nearly universal in today’s professional careers; their ubiquity and perpetual nature means leaders who can deal with them effectively will be much more successful overall. In fact, if you can deal with these eight tough transitions, you can deal with virtually anything!