



Harder Than I Thought: Adventures of a Twenty-First Century Leader

By Robert D. Austin, Richard L. Nolan, Shannon O'Donnell



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Being a great leader today is much harder than you think

Meet Jim Barton. He's a newly minted CEO, rising leader of a firm in transition, and manager of massive complexity—thanks to our incredibly networked and increasingly unpredictable world of business. What if you were in his shoes?

If you're a top executive today, you probably are.

Harder Than I Thought is a fictional narrative that puts the increasingly complex job of Chief Executive in a very real context. It serves as a practical guide by allowing you to walk alongside Jim as he takes on his new role and all its attendant challenges. Jim's story—developed in collaboration with seasoned, real-life CEOs—includes crucial lessons for anyone hoping to master the new-world skills required of successful business leaders today.

As the narrative unfolds, Jim grapples with an array of business crises, some he inherited and some of his own making. As events push this new leader to the edge of his abilities, he seeks counsel from a panel of advisers—resulting in a wealth of teaching moments bound to keep you captivated.

Experts agree that many twentieth-century leadership practices won't work in the turbulent twenty-first century. This engaging book gives you the insights you'll need to navigate in a fast-changing business landscape.

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Editorial Review

Review

“the authors offer a very readable story of the challenges and tribulations of the Chief Executive role.” —
Graziadio Business Review, Pepperdine University

ADVANCE PRAISE for *Harder Than I Thought*:

Michael Beer, Professor Emeritus, Harvard Business School; Chairman, TruePoint—

“If you want to prepare yourself for the incredibly difficult and complex job of CEO, read this book. Using their extensive knowledge of top-level management, the authors weave an excellent and engrossing fictional account of the challenges faced by Jim Barton as he takes charge of an aerospace company facing significant business problems.”

Frank McKenna, Deputy Chairman, TD Bank Group—

“*Harder Than I Thought* is both entertaining and edifying—a rare combination for a business book. A delightful and instructive blend of fact and fiction, this book is essential reading for any aspiring executive.”

Hisashi Imai, Dean, Nomura School of Advanced Management, Tokyo—

“Finally! The long-awaited new episodes of Jim Barton, IT leader turned CEO. Although the reader’s industry or country context may be different from Barton’s, the fundamental leadership challenges are the same. I highly recommend this book for any aspiring leader anywhere in the world, especially newly appointed CEOs and CEO candidates.”

Karen Fine Coburn, President and CEO, Cutter Consortium—

“A delightful cliff-hanger of a book that delivers essential wisdom for twenty-first-century CEOs. Walk in the shoes of a new CEO and learn what effective leadership truly demands.”

Wang Shi, Chairman, China Vanke Co., Ltd.—

“Jim Barton’s undying quest for bold ideas and his persistence to push for change against all odds are inspiring. He is a motivating role model for all leaders and entrepreneurs who aspire and fight hard every day to do better.”

Tom Lee, Hughes M. Blake Professor of Management and Associate Dean for Academic and Faculty Affairs, Foster School of Business, University of Washington—

“*Harder Than I Thought* is a fascinating, highly informative, and *fun* book to read. It captures and conveys the personal demands of being a CEO so very well.”

About the Author

Robert D. Austin is dean of the faculty of Business Administration at the University of New Brunswick and Professor (on leave) of Management of Innovation and Creativity at Copenhagen Business School. **Richard L. Nolan** is the William Barclay Harding Professor of Business Administration, Emeritus, at Harvard Business School and professor emeritus of Management and Organization at the Foster School of Business, University of Washington. **Shannon O’Donnell** is a PhD fellow in the Department of Management, Politics,

and Philosophy at Copenhagen Business School. Together they authored *The Adventures of an IT Leader* (Harvard Business Press, 2009), which introduced us to Jim Barton as he entered his previous role as CIO.

Users Review

From reader reviews:

Kathy Vaughn:

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Tony Sanford:

A lot of people always spent their particular free time to vacation or perhaps go to the outside with them loved ones or their friend. Do you realize? Many a lot of people spent they free time just watching TV, or even playing video games all day long. If you need to try to find a new activity this is look different you can read some sort of book. It is really fun for you personally. If you enjoy the book that you just read you can spent the entire day to reading a publication. The book Harder Than I Thought: Adventures of a Twenty-First Century Leader it is very good to read. There are a lot of people who recommended this book. They were enjoying reading this book. If you did not have enough space to deliver this book you can buy the actual e-book. You can m0ore quickly to read this book from a smart phone. The price is not to fund but this book provides high quality.

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