

The Next Level: What Insiders Know About Executive Success (2nd Edition)

By Scott Eblin

MEDIA KIT

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Forty percent of new executives don't last 18 months. A new book from a top executive coach shares insider advice and shows how to increase the odds of success.

A failed senior-level hire can cost a company millions.

So why are organizations allowing nearly half of all new executives to fail?

Perhaps they don't realize that most new executives are set up to sink or swim—and that what it takes to succeed can be taught. This is the conviction of Scott Eblin, a DC-based executive coach and author of *The Next Level: What Insiders Know About Executive Success* (Nicholas Brealey Publishing; 2nd edition - October, 2010, \$26.95).

Eblin sat down for one-on-one interviews with dozens of executives from leading global organizations, including Avon, Capital One, General Mills, Northrop Grumman, and Sprint. In his book, he shares these insiders' personal stories, including how they stumbled—then succeeded—in their transition to the next level of leadership.

A former Fortune 500 executive, Eblin lived and learned through his own lessons, too. His bottom-line message to leaders moving up: *To achieve the new results expected at the next level, you're going to have to change some of the things you do. You must pick up some new beliefs and behaviors and, more importantly, let go of old ones—even though they've driven your success up until now.* The basic tenet of Eblin's been-there, done-that advice for achieving "executive presence": You've got to show presence at the personal, team and organizational levels.

In this revised and expanded second edition, Eblin draws on new interviews with leaders from companies like Astra Zeneca, DuPont and Hewlett Packard to address the global, matrixed environment in which today's leaders operate.

Eblin offers dozens of insights, ideas, and tips in *The Next Level*, including:

- *Fresh insights* from global executives on what it takes to succeed in a competitive marketplace.
- Nineteen *Coachable Moment* sidebars that provide proven context specific coaching tips for improving leadership effectiveness.
- *Data Points* that spotlight the vital leadership behaviors that research shows rising leaders and executives must master.
- An expansion of the popular *Situation Solutions Guide* appendix to provide tips on how to deal with more of the predictable situations that executives will face in their careers.

- more -



"Scott Eblin's book crystallizes the crucial challenges and opportunities leaders face as they advance in an organization. More importantly, Scott provides an outstanding roadmap for navigating specifically what rising leaders need to add to their repertoire, and what they need to let go of as they progress. Scott uses his extensive coaching experience and the experience of successful leaders to show clearly what it takes to get to The Next Level."
- **Kerry Bessey, Executive Vice President of Human Resources, Time Inc.**

ABOUT SCOTT EBLIN

Scott Eblin is an executive coach, professional speaker, and author of *The Next Level: What Insiders Know About Executive Success*. A former Fortune 500 executive, he is founder and president of The Eblin Group, where he has coached hundreds of senior-level leaders in scores of organizations, including Astra Zeneca, Booz Allen Hamilton, Capital One, GE, Johnson & Johnson, and The World Bank. Eblin is a graduate of Davidson College and Harvard University, and currently serves on the faculty of the leadership coaching certificate program at Georgetown University. He lives near Washington, DC, with his wife, Diane, and their two sons.

INTERVIEW TOPICS

Succeeding at the next level: What got you there won't keep you there.

Forty percent of new executives don't last 18 months. What's at the root of this failure, and what can new and even seasoned leaders do to ensure success at the next level? Eblin can discuss the hard realities—nine out of ten new senior-level hires say they don't have the know-how or tools to do their job—and offer practical advice and tips for beating the odds.

Establishing executive presence: How to make a strong showing

Insecure people make lousy leaders. Yet most new executives are full of self-doubt in their early days on the job. Eblin can share the lessons from coaching hundreds of high potential executives and his personal interviews with dozens of leading executives to offer candid, real-world insights for silencing the inner critic and contributing with conviction.

Go-to Person No More:

Nine make-or-break behaviors at the next level of leadership

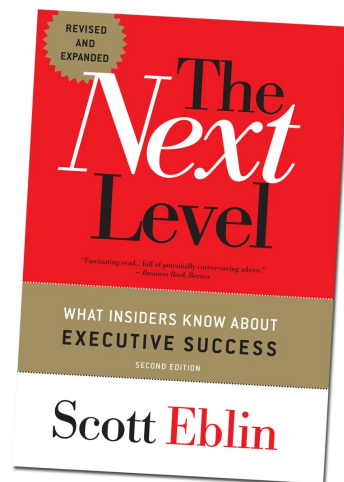
Lots of new executives have a history of being the “go-to person.” That's a great reputation to have but when transferred into the executive suite, however, these same habits can cause a leadership train wreck. Eblin can present nine opposing pairs of beliefs and behaviors that any executive must pick up—and, more importantly, let go of—at the next level of leadership.

Rising to the top: How to get up to speed fast

New executives take six months on average to make a net contribution to the organization—and that is if they are in sync with supersized expectations and deadlines, as well as the new boss. Because all systems aren't “go” for most new leaders, they often wind up quitting, getting fired, or underperforming—without a fair shake. Eblin can discuss how to survive in the early days, from big strategies to small tips.

Developing ESP: Why your future depends on it

Most companies don't “get” the need for supporting and guiding leaders as they move to the next level. The good news? That doesn't mean you're doomed to fail. Eblin can discuss how to develop your own ESP—Executive Success Plan—to coach yourself, step by step, to success.



"There are a lot of books out there on leadership but what sets this one apart is the approach. Scott Eblin isn't just talking fluff, he's sharing real-world advice from his experience and the experience of those who've been there in order to help you learn from their combined wisdom. Don't pass it by. The Next Level is a vital resource for you and your team."

-Keith Ferrazzi, #1 NY Times bestselling author of Who's Got Your Back and Never Eat Alone

SAMPLE INTERVIEW QUESTIONS

- Forty percent of new executives don't last 18 months. Why is that? And what skills, specifically, are they lacking?
- You say success or failure for the new executive is about opposites—picking up new behaviors and, more importantly, letting go of old ones. What do you mean?
- Why do you say old habits die hardest at that “next level” of leadership?
- You interviewed dozens of leading executives while writing your book. What are some of the common themes of their stories?
- Define what you mean by “executive presence.” Can any leader achieve this?
- What steps are involved in shifting from “doer” to leader?
- You say self-confidence is the “dirty little secret” of the executive suite. What's behind that?
- What are the warning signs that an executive is about to derail?
- How can any leader avoid a flame-out?
- You are a champion of “peer-to-peer” learning. What is it, and why is it especially effective for new executives?
- What is “ESP”? And how can it help executives plan for success?
- What can organizations do to grow their leaders?
- You've created a tool called the “Life Goals Planning System”—or Life GPS, for short. What is it, and how does it support personal and professional success?
- Who is *The Next Level* really for? And what would you most like them to take away from the book?



"The principles, values, and advice presented in The Next Level have been totally integrated into our company's approach to leadership development. The book is full of practical, simple, and immediately applicable concepts, tools, and frameworks that address the real-world opportunities and challenges facing our executive leaders."
-Donna Morea, President, U.S., Europe, and Asia, CGI

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RISING TO THE NEXT LEVEL

New results require new actions.

The skills and strengths that sent your career soaring aren't the same ones you'll need to survive and thrive in the executive ranks. That's why 40 percent of new leaders don't last more than 18 months. So how can you beat the odds? Let go of old beliefs and behaviors—and pick up new ones.

Let go of self-doubt.

An insecure leader is a lousy leader. Learn to talk back to that itty-bitty s@*tty committee that's keeping you from showing up with the right amount of confidence.

Let go of running flat-out until you crash.

You've got to be present to win. Put the Blackberry down, take a deep breath and give yourself a chance to renew your energy and perspective so you show up at your best.

Let go of one-size-fits-all communication.

Custom fit your message to connect with others in a way that makes the desired results more likely.

Let go of self-reliance.

Make the shift from being the "go-to person" to being the leader that builds teams of "go-to people."

Let go of telling how to do it.

Your way may be the right way but it's not the only right way. Spend your energy on defining what to do and give your team the space to figure out how.

Let go of acting responsible.

Quit acting as if you're personally responsible for everything that happens. Put the systems in place that enable you to be accountable without being responsible.

Let go of only looking up and down.

Look beyond your boss and your team. Look left, right and diagonally to build the relationships that are going enable you to achieve the most important results.

Let go of an inside-out view.

Recognize that there are other agendas than yours. Take an outside-in perspective to determine where and how you need to contribute.

Let go of the small footprint view.

As a leader, you are always on stage so what you do has a bigger impact. Learn how to manage your footprint to keep from getting squashed.

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"Scott Eblin delivers clear, precise, and practical advice to senior leaders across industries who want to be on top of their game. His deep experience and long time coaching practice enable insights that will resonate and recommendations that can be put into practice immediately!"
-Beverly Kaye, founder/ CEO of Career Systems International, co-editor of Learn Like a Leader and co-author of Love `Em or Lose `Em: Getting Good People to Stay

SECRETS OF THE TOP PERFORMERS

10 strategies to show up strong

Taking on a bigger leadership role can feel like getting thrown into the deep end of the pool. The top performers have some go-to moves that help them swim instead of sink. Here's the advice they have for others moving up.

Ask questions.

Shift into learning mode by asking stakeholders what success would look like, what's working and what's not working.

Listen.

When you ask questions, listen to the answers. Work on improving your ratio of listening to talking. You'll learn more faster.

Have a picture.

Get into the habit of picturing the outcomes you're trying to create and how you need to show up to make those outcomes likely.

Pace yourself.

Set some boundaries and build some routines that give you a chance to renew so you show up at your best.

Do what only you can do.

Identify the unique resources and opportunities that come with your role. Focus on leveraging those resources to reach the desired future state.

Build the team.

Don't wait to get the right people in the right seats. The only way you can rise up to your new challenges is if your team rises up with you.

Focus on what, not how.

Set the direction, provide support and let your team figure out how to do it. They'll develop faster and you'll get more done.

Mind meld with the boss.

Talk early and often with your boss. Know what success means to the boss. Come up with a plan for ongoing communication that is easy and effective for both of you.

Know your peers.

Take the time to get to know your peers. Understand their goals and what's important to them professionally and personally. Build the relationships that will help you get results.

Think ahead.

Before you open your mouth or send that e-mail, think ahead to the likely impact. If it's not what you want, step back and regroup.



"The Next Level identifies the behaviors and beliefs that top performing executives need to pick up and let go as they reach the highest levels of their organization. A fascinating book not to be missed."
- Ken Blanchard, Co-author, *The One Minute Manager*®