




training and coaching
for first-time managers

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Transition is the
space between
constants.

It's the “in-
between” time
from one position
to another position
of stability and
constant.



Yesterday, you were one of
us - today you are one of
them...

It's a fact. You are different now!

Don't cheapen your role or confuse the issue by telling all your prior co-workers to “not worry” and that “you won't change.”

You still can be friendly, though probably not friends.

‘Friendly’ is good, and your compassion will shine through in your success as the new leader. However, that friendliness will need to be tempered or balanced with boundaries.

Leverage your relationships

Instead of worrying about what others are thinking about you, or how you'll look to your prior co-workers, use those previous relationships to make success all around.

Survival Kit

First 100 days

Tips and tricks on how to survive your first 100 days as a new manager and manage the transition from individual contributor to manager smoothly and with joy.

TRANSITION TYPES

THE CHOSEN ONE

Result of pride - and fear that the team won't respect the new manager.

It's OK that you want to be respected. But respect needs to be earned. Being a manager is about the work one does on a day-to-day basis, the title one is given.

THE POOR ONE

Let everyone know how tough life is at the top, reminding the team of the extra responsibilities and how much harder their work is.

The team doesn't care that a manager has more work to do - that's what you are paid for. Talk to your manager if you are not feeling confident or swamped.

THE TIME TRAVELER

Emerges from a desperate desire to be thought of as better than the processor.

Be patient and give yourself time to find your feet. Listen to what people want and discuss their needs. Don't over-promise and under-deliver.

THE TALKATIVE

Can be a response to the feeling that a manager has lost their friends and comradeship.

Being a manager is not about winning a popularity contest; it is about being trustworthy and professional.

THE BEST BUDDY

Favoritism and support of good old friends and allies from the past.

People should be judged on their performance and not by relationships. Positive and negative behavior needs to be addressed with every team member.

TRANSITION CHECKLIST

Take your time

Don't act for the sake of action

Recognize why you are uncomfortable

Take care of yourself in little ways

Get someone to talk to

Find out what is waiting in the wings of your life

Use this transition as the impetus to a new kind of learning

Recognize that transitions have a characteristic shape of letting-go / in-between / new beginning

THE 4 MYTHS OF MANAGEMENT

Managers should know everything

You don't have to know everything. Instead, you want to pull on the knowledge of others to improve empowerment and commitment.

Management and leadership are the same

You can be both. It depends on the situation and the people you are dealing with.

A good individual contributor makes you also a good manager

Managing other people is a whole new story with new required skills. Letting go of the old world and being open to new is crucial.

Managers must control their direct reports

Build commitment by empowering employees to achieve team goals - not ordering them.