

# Care and Feeding of New Managers

**A** recent study by the Institute for Corporate Productivity suggests that most organizations are ineffective at helping employees make the transition from being contributors to being managers. Only 24% of respondents rated their organization as “good.” The primary problem may be incorrect assumptions by new managers about what a management role entails.

In a January, 2007 article in *Harvard Business Review* titled “Becoming the Boss,” Linda Hill suggests that the skills for success as a manager are entirely different from the skills required in non-management roles.

Further, new managers frequently have to unlearn habits and beliefs that worked well when they were in individual roles, but will no longer lead to success. Some key attitudes that new managers often need to change include:

- A belief that they finally have “final authority” to make the changes they always wanted to make.
- A conviction they must force compliance from subordinates, not realizing that compliance is not commitment.
- An intent to forge one-one-one relationships, where a focus on team goals is more important.

What does this mean for organizations that wish to institute a smooth and effective transition between employee and management roles? There are three key actions you need to implement:

**A REALISTIC JOB INTERVIEW.** Just as with any new hire, the hiring manager and HR department need to make it very clear what a management role is — and what it isn’t. Conveying clear expectations to new managers will help them start off on the right track.

**SUPPORT, COACHING AND FEEDBACK.** Assigning a formal mentor can help. In addition, the new manager’s direct superior, as well as the HR or training department, can provide frequent coaching and feedback during the manager’s early months in his or her new role.

**TRAINING OPPORTUNITIES.** No new manager arrives fully ready to handle all of the job’s requirements. Assessing a new manager’s strengths and weaknesses can direct training and education to specific

areas of need. That’s true whether these areas that need improvement are technical or interpersonal.

Paying attention to the needs of new managers pays rewards for years. ▲



## For More Information:

**Most Employers are Ineffective at Supporting New Managers**

<http://www.pr.com/press-release/170416>

**Becoming the Boss**

<http://www.bravacorp.com/leadershipbr3boss.pdf>

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