



THE BRAND NEW MANAGER

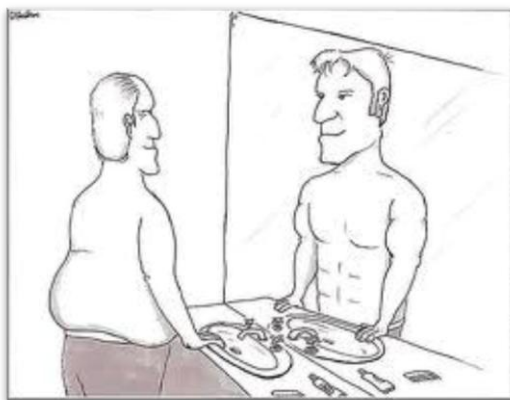
One of the most critical career transitions any person can make is the first time they take on a “manager” role – not just being the most senior member of a small work team but managing a group of employees with long range tasks and objectives.

There are many views on what new Managers should learn, but this is my personal list of the 4 basic skills new Managers should concentrate on.

1. What is the appropriate and effective role of a manager?

Newly appointed managers are often unclear about what their role is, particularly in comparison to the roles of those they supervise. What tasks do they perform and which are done by those they supervise? How do they balance “empowerment” against “quality control”?

Learning how to create “space” for subordinates while also providing proper supervision and context for the work is an important skill to master.



2. Self knowledge

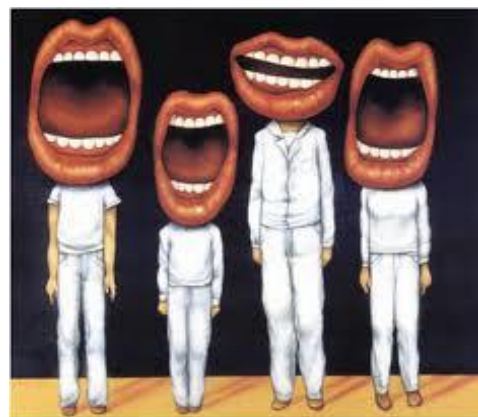
Managers need to be particularly aware of their own personality and how they interact with others. Personality “quirks” that can be ignored as a team member are often not acceptable as a Manager. Managers must also learn how to model key behaviours to help build the preferred culture of the organisation.

Learning about yourself, how others perceive you and how your behaviour influences the people you supervise is key to becoming effective in your role.

3. Having difficult conversations

Managers seem to spend most of their life having difficult conversations, either with peers they need to influence or staff they need to direct or correct (and even occasionally with their own boss). As a team member you need to be able to be heard, as a manager you need to know how to listen, how to influence and how to provide direction.

Doing this in a way which doesn't stress the manager or damage the relationship is a skill which needs to be acquired.



<p>BEANS CAMP</p> <p>THE 8 TYPES OF MANAGERS</p>	<p>by Tom Fishburne</p> <p>NOW THAT I'VE MADE NOISE AND DUMPED ON EVERYONE, I'M OFF AGAIN</p> <p>THE SEAGULL</p>	<p>I PREFER TIMES NEW ROMAN</p> <p>THE MICRO</p>
<p>CAN YOU MAKE SLIDES FOR MY AWARD SPEECH ON YOUR PROJECT?</p> <p>THE SHOW BOAT</p>	<p>USE ONLY THESE TALKING POINTS WITH MY BOSS</p> <p>THE SPIN DOCTOR</p>	<p>THE ABSENTEE</p>
<p>HOPE YOU DIDN'T HAVE WEEKEND PLANS</p> <p>THE PITCH FORK</p>	<p>BEFORE WE DECIDE THE OFFSITE THEME, LET'S REVIEW THE GARTNER HYPER CYCLE</p> <p>THE PONTIFICATOR</p>	<p>I MADE CUPCAKES TO GO THROUGH YOUR REVIEW</p> <p>THE PLEASER</p>

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4. Managerial styles

There are a number of models of “managerial styles” and they all make the same point – managers who are “one trick ponies” are unlikely to succeed in the long term. Managers who blindly seek to apply a managerial style which was successful for them in the past to new circumstances or situations will probably come unstuck.

Successful managers need to be able to flex between at least 2 or 3 managerial styles to match the current needs of the business and the team they supervise.

The key thought I am always left with when considering the needs of new managers is that we rarely do anything to help them except what we like to call “on the job” training - usually a euphemism for sink or swim! We would never dream of transferring an employee to a brand new technical role without making sure they had the basic skills to be a success so why are we so neglectful of new managers?

If you would like to discuss some simple and cost effective ways of helping new managers survive their first 6 months in their new role then give me a call.

Best Wishes

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