



First-Time Managers Program



COMMON PITFALLS FOR FIRST-TIME MANAGERS:

- *Throwing their weight around too quickly.*
- *Not knowing how to listen to others.*
- *Being a “buddy” rather than a boss.*
- *Letting friendships get in the way of managing performance.*
- *Not knowing how to delegate assignments.*
- *Saving the most interesting work for themselves.*
- *Not knowing when to let someone go.*
- *Not keeping your team or your boss informed.*
- *Concentrating on problems, not opportunities.*
- *Not working with other managers.*
- *Being defensive to criticism.*

Setting your next first-time manager up for success by teaching and reinforcing the skills needed to make the transition

You’ve seen your top performers get results. They go above and beyond what’s expected of them. They show potential. They’ve proved themselves to be effective workers. And now they’re being promoted to management roles. But without any previous leadership experience, how do you know these first-time managers will have what it takes? While these employees may have been outstanding individual contributors, it doesn’t mean they will necessarily become good managers. Supervising and developing others and getting projects completed through delegation requires a different set of skills. When people are promoted to management positions for the first time, it is vital that appropriate tools, techniques, and guidance are provided to make a successful transition from being a member of the team to leading the team.

Consider these facts:

- 50-55% of employees who move up to supervisory or managerial positions come from individual contributor roles inside the same company.
- Most people in managerial positions have had little or no management experience or training before taking on their current roles.
- The very same skills that make someone an attractive candidate for advancement become much less important once they are promoted.
- The company’s productivity and ability to retain committed employees depends largely upon the skill of its managers.

Often, mistakes occur because the person promoted wasn’t fully aware of what the new role entailed. The individual’s initial expectations, as opposed to the real responsibilities of the position, may be entirely different. Some new managers might think their roles are defined by management rights and privileges rather than duties. Or they might simply rely on their new position of authority to get things done. Other times, a manager might not feel comfortable taking charge in the way they are now expected to.

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“When someone moves from peer to manager, the rules change,” explains John Carlson, President and CEO of Bridgton Hospital. “They are no longer buddy-buddy. They are in a position where they have to hold people responsible. And they either don’t know how to do that or don’t want to do that.”

As a new Community Manager for Legum and Norman, Tara Betor was not always sure she had all the right answers. But as she progressed in her position, she realized that managers do not have to be omnipotent. “One of the most helpful bits of information that anyone told me was it’s okay to not know the answer—or to be wrong,” says Betor. “You just have to learn from that mistake for the next time. Now I give that advice to people who have just started or who are looking to move up.”

Without careful planning, a promotion can be a recipe for failure. In order to set people up for success, you need to start preparing before you even consider placing your best individual contributors into management roles.

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Whether you have many first-time managers in the span of a year or just one individual, Caliper can help you design a customized selection system by promoting internally. By integrating

an individual’s Caliper Profile results with our customized training and coaching, we can help you develop high-potential candidates for future promotional opportunities. This approach can ensure that you are promoting the right people with the right dynamics for the role in question.

“In many organizations, there’s no transition plan,” said Eileen Krantz, Vice President of Organizational Development for Caliper. “In one day, a person can go from being on the team to being in charge of the team. And there was never a planned approach to how this person would give up some of their individual contributor responsibilities, transition those duties to other team members and then fully take on the task of being a manager.”

Caliper’s First-Time Managers Program is designed to help managers:

- Understand how this new management role differs from that of an individual contributor.
- Identify their own strengths and areas for development as they relate to four key areas of effective management: influencing and directing, building relationships, problem solving/decision making, and personal organization/time management.
- Learn and practice new skills and techniques for communicating with people at all levels of the organization, coaching and motivating employees, making effective business decisions and managing time and priorities.
- Develop and implement individual learning action plans to accelerate their transitions and contribute greater value to the organization.

The process begins with your first-time managers taking the Caliper Profile to identify their strengths and areas for development.

A Caliper consultant then provides participants with individual feedback. During this step, people can gain a

better understanding of their own personality dynamics and how they relate to both individual job performance and team building. Along with the manager’s supervisor, the Caliper coach and manager can create development objectives to enhance his or her skills.

“You see people really excel when they successfully changed their minds from an ‘I’ perspective to a ‘we’ perspective,” says Krantz. “The way you achieve your goals and objectives as a manager is not by doing it yourself, but by motivating and directing others to do those things, and that’s a whole different set of behaviors.”

One of the unique aspects of our training is how we focus on each individual, targeting their particular needs as new managers.

Through classroom workshops, people receive the information to allow them to become more effective managers. Topics regarding leadership and communication skills, making decisions and managing priorities, as well as developing team members, are crucial to helping first-time managers realize their potential. In addition, participants in the program are provided with individual evaluations, coaching sessions and ongoing progress measurement.

By taking the steps required to set employees up for success, companies give individuals the opportunity to make their management roles more meaningful and effective. ■

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