Dealing with former peers

Signal the transition: Make everyone aware of the transition (better through a formal announcement)

No major changes in the first few days (identify few small decisions you can make fairly quickly)

Establishing authority: What can I do to make you more successful?

Deal with the disappointed competitor: added layer of complexity. “They’ve suffered a loss and they’re going to handle that in a typical way: they’ll be disappointed,” Let the person adjust to the new situation. But it’s important to make it clear that you value him as an employee and that you plan to advocate for his development. You can say something like, “I understand you’re disappointed. You’re an important part of this team, and I’m going to make sure you have what you need to succeed.”

Dealing with Former Peers 2

Recognize that the dynamics have changed and you can’t have the same relationships with them that you used to have.

Be direct about your expectations, and be assertive when people are behaving inappropriately.

Address the big picture if you’re seeing a pattern.

If problems continue after you’ve addressed them, handle that the way you would any serious performance issue:

First Time Manager Duties

Get on the calendar of each of my direct reports to have an **individual meeting** that is all about them. Find out during that meeting what motivates them, what they like about their work, how they like to be led and what questions they have. Then talk about **my vision for the group** and how they can be a part of it.
I should have **regular check-in meetings** with all of my direct reports every month or two. **Give regular feedback – both positive and constructive.**

How do you react to problems?

I don’t react to problems, but acknowledge their existence and respond to them in a calm manner. Reacting to a problem causes a panic and the problem does not get resolved until everyone calms down, accepts the situation and then focuses on a resolution.

Strategic Thinking Char.

Corporate Strategic Vision

System View

Long-term approach

Consider Past and Present

Take advantage of opportunities

Decision Making

Before I make any kind of important decision, I first consider all the surrounding facts, possible outcomes and the desired goal. I won’t hesitate to **seek an outside opinion** and I generally do, but **I am the one who makes the ultimate decision**. Once I have all of the information and have weighed the risks of each possible outcome, I will make my decision.”

Taking Risk

I believe that taking risks is part of life but by **mitigating the risk**, I believe **the best possible solution presents itself**. I’m not afraid of taking risks; I just make sure that I have considered all the facts and possible outcomes my decision will have.

Time Management

Keep a daily log

Categorize Activities

Prioritize Activities

Summarize Data

My Soft Skills

Communication skills are one of the most important soft skills managers need to be effective. Managers must possess the ability to get their point across to employees, co-workers and customers. Effective communications ensures that everyone is on the same page and know what is expected of them.

Leadership While management deals with directing and controlling resources, leadership deals with inspiring others to follow you down a path that is beneficial to the organization as a whole.

Listening Another important soft skill is the ability to listen. Listening allows me to spot problem areas in the organization, improve customer service and create a collaborative work environment. Listening also shows employees that I value what concerns them.

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My Soft Skills (cont)

Delegation Effective managers understand they cannot do all of the work themselves. Delegations skills are important to running an efficient team. Managers must understand how to assign tasks to the right people and how to communicate expectations so that team goals are met.

Critical Thinking Much of a manager's time is spent solving problems, so the ability to think critically is one of the top soft skills managers need. Critical thinking skills allow managers to evaluate and analyze problems to come up with effective solutions.

Trustworthy Managers are responsible for controlling sensitive information within an organization. As a result, organizations want to hire managers who are trustworthy. Employees also want to work for trustworthy managers with whom they can communication openly

Decision Making The ability to make quick decisions is critical to succeeding as a manager. Decision making skills come in to play when deciding on which employees to hire, vendors to work with and strategies to implement. Understanding the benefits, risk and consequences of a decision can help you make the appropriate one.

My Soft Skills (cont)

Time Management Managers must use their time wisely. Not only are they responsible for carrying out their individual duties but must ensure that employees carry out their duties as well. The ability to prioritize and delegate can help a manager properly manage his time.

Managing Discipline In many work environments, conflicts occur despite the best efforts of managers. Knowing how to deal with conflict promptly reduces the risk of problems negatively affecting the workplace. A lack of discipline in an organization can reduce the motivation and production of employees.

Motivation Employees who are motivated are generally more productive. Motivating employees is a critical component of running an accomplished team. Reasons for motivation vary per employee, so it is important for managers to get to know their employees and their personal motivations.

Delegation Concepts

Empowerment: Shifts the responsibility to the employee

Responsibility Giving responsibility to the team member, **setting clear expectations** about the results

Authority Necessity to communicate boundaries and any important criteria

Accountability Assigning accountability to the employee or the team

Delegation Styles

Controlling

Coaching

Consulting

Coordinating

Qualities of a good Manager

So what makes for a good manager?
• Develop good working relationships with their subordinates.
• Align the aims of their employees with those of their organization.
• Set challenging but realistic targets.
• Use motivational techniques to facilitate the achievement of goals.
• Fair and treat their subordinates equally and objectively.
• Demonstrate empathy, making people feel that their opinions are recognized.
• Demand the best of people but are aware of their limitations.
• Prepared to take appropriate measures with those who fail to perform.
• Praise in public but criticize in private.
• Delegate tasks to others who can best handle them.
• Inspire their subordinates.

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Managing Style

When the circumstances require it, **I will assert my authority and lead my staff in the direction I have determined we should go.** However, I am always **open to input, ideas and suggestions and consider myself to be very approachable** in that respect. I realise the **importance of motivating the team** to deliver their best and **I am tactful and diplomatic when dealing with potential problems;** I believe a lot **more can be achieved through communication than through conflict.** I am nevertheless very **results-driven** and expect every member of my team to pull their weight and **help us to achieve our common goals**..

Motivating Others

I believe I'm particularly good at motivating my colleagues. For example, I aim to **align their targets with those of the organization**. Once an employee is able to understand – and empathize with – the overall aims of the organization, they are normally much more motivated to help achieve them. I also believe I'm good at getting the best out of people while being aware, of course, of their limitations. **I strive to set challenging but realistic targets and ensure people are treated fairly, equally and objectively**..

Strategic Thinking Traits

Flexibility is the ability to change the approach and ideas as the situation demands

Openness is the readiness to accept criticism and new ideas, consider situation from different angles and **make prudent and objective decisions**

Positive Outlook is the ability to recognize difficulties and challenges as potential opportunities. **Maintain forward thinking in difficult situations.**

Curiosity Up to date and knowledgeable

Future Focus Focus on long-term goals and objectives

Ability to identify connections and patterns

What did I learn in my current role?

Importance of being a **good listener**: Key for building an excellent relationship with coworkers, customers, managers…

Not to react to problems but acknowledge their existence and respond to them in a calm manner, because reacting to a problem causes a panic and the problem does not get resolved until everyone calms down, accepts the situation and then focuses on a resolution.

What did I learn in my current role? (cont)

Flexibility, we face changes every day. Our customers priorities change constantly, competitors release new products, market conditions change quickly. I learnt from my previous experience that I should have the flexibility to deal with constant change. I should expect the change and plan for it. As a result, I can be better prepared for unexpected changes. Flexibility lets me react more quickly and minimize the disruption change can bring.

Community and Teamwork Teamwork is a skill that is becoming more important as we move toward more cross-functional teams. But I have noticed that it is also important to build a community. Not just being part of my team, but understand how it fits in the larger organization and work to strengthen those connections.

Taking **calculated risks**

Time management Time is a limited resource, and I usually have many things to do during a working day. I learnt that it is crucial that I set daily / weekly targets and do my best to accomplish these targets. I try to put this in a sheet and update it throughout the day. Managing my time in a poor way will result in not meeting my targets which will definitely affect the organization business results and customer satisfaction.

Motivation

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