

How to Help First-Time Managers Realize Their Potential

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The Presenters



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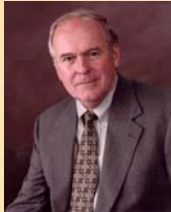
The Presenters



Executive Perspectives

Amy Addison

*Internal Sales Director
John Hancock*



John Carlson

*President and CEO
Bridgton Hospital (Bridgton, ME)*

What We Will Discuss...

- Why is the hiring of **first-time managers** such an important issue?
- What types of **challenges** do first-time managers encounter?
- How can you ensure the **success** of your first-time managers?

Did You Know...

- Studies show most people in managerial positions had *little* or **no** management experience or training before taking on their current roles.
- In addition, 50 to 55 percent of employees who moved up to supervisory, managerial or executive positions came from other roles **inside** the firm.

Leap of Faith

Promotions are **big jumps**. Managing not only involves a large set of additional responsibilities, but it may also be entirely different from a person's current duties.



Top Performers Don't Always Make the Best Managers

Promotions can sometimes backfire and *derail* careers, rather than **enhance** them.



Case Study: Bridgton Hospital

- Usually promotes from within
- Looks for a people person with management skills and confidence
- Those who did not succeed were initially encouraged to do it
- All managers are working managers
- Work styles vary by department

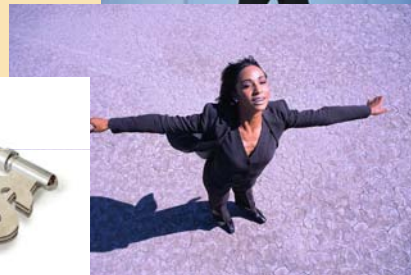
Road Less Traveled



A **promotion** is not a *destination*. It is actually a **point of divergence**; a fork in the road less clearly marked than the old familiar path.

The American Dream

As an **individual contributor**, you may think that if you work hard and follow company guidelines, one day you will find yourself *promoted* to **management**.



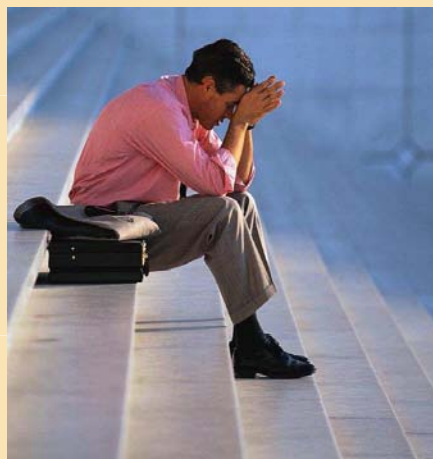
The American Reality

Is there an opportunity for people to **advance** in their careers without taking on managerial or leadership responsibilities?



Manager Misperceptions

First-time managers may **struggle** to reconcile their initial expectations with their real responsibilities.



Case Study: John Hancock

- Experienced a significant amount of employee growth
- Promoted two team members to manager roles
- Looked at team members who showed management potential, instead of choosing top performers
- “Laid back” manager became heavy handed and discouraged the team
- “Abrasive” manager handled new responsibilities effectively
- Both very open to guidance and feedback

Polling Question

Was the last new manager you hired or promoted more:

- A: Controlling—throwing his or her weight around and using their position of authority to tell people what to do
- B: Hands-off—too concerned with being liked and failing to hold people to the company’s expectations for performance

Too Tough or Not Tough Enough?



Often first-time managers don't understand how to move from doing the work *oneself* to achieving results through *others*.

Just Do It!



Some people might feel that because they've been *anointed* manager, they can simply tell people what to do.

Other Common Pitfalls Associated with “Being Too Tough”

- Not knowing how to set the right tone
- Not knowing how to listen to others
- Not knowing how to delegate; saving the most important assignments for themselves
- Not knowing how to uncover potential talent in the hiring process
- Being defensive to criticism

The Likeability Factor

“I am not the boss of my house. I don't know when I lost it. I don't know if I ever had it. But I have seen the boss's job description, and I do not want it.”

- Bill Cosby



Other Common Pitfalls with “Being Not Tough Enough”

- Playing favorites
- Not knowing how to set clear expectations in order to manage performance
- Continuing to deal with others as a co-worker instead of a manager
- Not knowing how to determine if someone needs to be let go

Polling Question

What do you think is more difficult for a new manager?

1. Hiring the right person
2. Letting the wrong person go

First-Time Manager Solutions

What does a company need to do to set up their first time managers for **success**?



Get An Early Start

Even before day one, managers and leadership should be on the same page with regard to **expectations** of the position.



Offer Career Development Programs



Companies should provide management orientation, training and career development programs before raising even **outstanding** individual contributors to **management** level.

Reward Excellent Work

How do you measure behaviors of a manager and how do you **reward** those behaviors?



Create a Winning Team

“The leaders who work most effectively...don’t think ‘I’. They think ‘**we.**’ This is what creates trust...and real achievement.”

– Peter F. Drucker

Who has what it takes?

If you are considering someone for a management position have that individual:

- Draw a line down the center of a piece of paper with a plus on one side and a minus on the other.
- On the plus side, write down what managers did to inspire you.
- On the minus side, write down what managers did that discouraged you.
- Then go down the list and circle honestly what you tend to do.

This can serve as a guideline for you to have an honest conversation about the potential for new managers’ perceived strengths and limitations—and how to proceed

Q&A

**To learn more about
how to help your first-time managers,
visit www.caliperonline.com.**