

You're Promoted!

The New Manager



March 12, 2019

Dilemma

**Go from a subject matter expert
that self leads to...**

**a person that needs to influence
and inspire others**

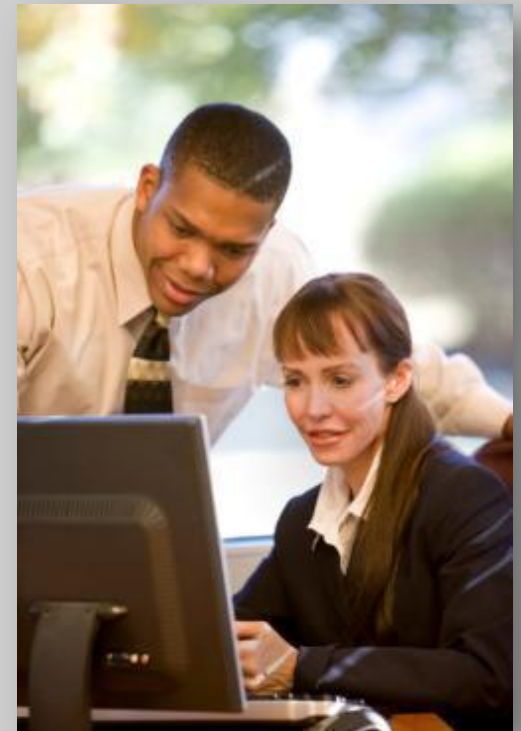
Questions to Ask Yourself Before You Begin

- Who are the people that will be on your team?
- What tasks are they responsible for?
- Where are they (do any work remotely)?
- When are the deadlines?
- What are the greatest pressures on you?
- What are the greatest pressures on them?



Effective Communicator

- Learn to speak in a positive manner
- Words to avoid:
 - Never
 - Should
 - Always
 - Must
- Listen, listen, listen
- Be able to say “I am wrong”



Coach vs. Manager

- Must be able to reverse roles
- What is a coach?
- What makes an effective coach?
- How do you build confidence in your team?
- How do you build confidence in every individual in your team?



Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime.

– Maimonides

Delegate, Delegate, Delegate

You can not and should not do it all yourself. Create a list:

- Include only tasks that you should and can do
- Are there tasks that can be delegated?
- Determine who has the skills to do it
- Determine who needs to learn how to do it
- Determine who has the desire to learn how to do it

What Type of Delegator Are You?

- **Dumper**
- **Micro-manager**
- **Strict**
- **Player**
- **All of the above**



Climate

Building a great climate for your team includes:

- Emotional Intelligence
- Inspirational
- Creative
- A place where people look forward to coming to



Performance Reviews

- When and how often should this happen?
- Delivering difficult news
- Separating the person from the job
- Being prepared to deliver consequences
- Enforcing consequences



“Final Exam”

How would you handle this employee?

- He or she is tardy multiple times every week
- He or she does just their job and nothing more
- He or she does not attend any of the city functions or events



Resources

- **Crucial Conversations**
- **International Coaching Federation – Good Resource/Courses**
- **Whale Done**
- **Who Moved My Cheese**
- **Fish!**