

Action-planning success in a new managerial role

When accepting the new role, ask...

1. Why they chose you? Why they didn't choose the others?
2. How they are going to manage any others' disappointment (for internal applicants)?
3. How they are going to set the scene (announce) effectively for the team to make the transition?
4. What they are hoping you will achieve in the first week, month, quarter, year?
5. What factors outside your immediate team they foresee to be areas for attention/work?
6. What potential red herrings do they foresee?
7. What prior strengths of yours do they think could become weaknesses?
8. What knowledge, skills and behaviours they would like to see you develop, when & how?
9. Who do they see as key people for you to cultivate for support?

Thinking about re-engineering relationships successfully...

1. Relationships have to change – even yours with yourself, your boss, your team, your peers (new and old), suppliers, customers, other stakeholders...even your family! What and how?
2. Establish authority gently, don't try to change too much over-night – gradual change can be more acceptable (unless emergencies call for immediate or significant decisions or action).
3. Communicate lots...using more asking, listening, agreeing and summarising than telling or arguing.
4. Focus on what's good for the business – tough on the issues whilst fair and empathic to people.
5. Use a “consult and decide” approach as much as possible – especially with previous peers.
6. Fair and equitable management by objectives – no favoritism, distance from previous buddies.
7. Show respect for the achievements and strengths of former peers in your words and actions.
8. Re-assess what you should delegate, to whom & why.
9. Re-think your advice and counsel network – do you need a new mentor?
10. Ensure peers who applied for your new role get useful feedback so you can work together well.

How to go forward...

1. Listen and watch very carefully – so you don't confuse the wheat and the chaff.
2. Pay attention to first meetings with all your stakeholders (esp. your direct reports).
3. Share your general hopes, plans and broad relationship expectations with people.
4. Get to know and build rapport with your boss & other senior managers.
5. Show genuine respect for people & past achievements while seeking improvement opportunities.
6. Aim high but be clear that excellence is a forever shifting goal, a journey not an end-point.
7. Get to know, build rapport with and understand your team members, internal/extrenal customers & suppliers and any other stakeholders.
8. Get to know & understand your team's results, strengths, weaknesses, opportunities & threats.
9. Get your team to do a SWOT analysis and learn what they think (& what their blind-spots are).
10. Put questions to them about areas that are missing from their SWOT – find ways to prompt them to “get it” (questions or data to share) and only tell them once you've run out of prompts.
11. Ask your team what they see as the key areas for you to influence on the team's behalf
12. Get to know & understand the competition for your team – what can you learn from them
13. Build your plan with your team – including support, SMARTER actions and some quick wins
14. Pre-book regular 1-to-1s & team meetings with direct reports and your wider team.
15. Define the purpose & agenda for all meetings AND recap and write up actions, names & delviery dates – and follow up.
16. Celebrate and praise inputs, efforts, ideas and improvements – describe what you see working and ask for “even better if” ideas.

For further support in your new role, do contact me to discuss coaching or training needs.

Consulting, facilitating, training and coaching to strengthen mindsets, frameworks, behaviours & results

Developing Leaders & Teams, Consulting for Organisational Development & Change