

How To Prevent Your New Manager From Becoming A Statistic

By Lora J Adrianse

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According to a study by the Manchester Group, 4 out of 10 new managers fail in the first 18 months! The top 5 reasons cited:

- § Not building partnerships or teams with colleagues and peers
- § Unclear expectations
- § Not enough political savvy
- § Takes too long to learn the job
- § Inability to balance work and personal lives

Every day new managers are hired or promoted because of "what they know". When they fail to thrive it's because of "who they are" or "how they go about getting things done". While there are many factors that contribute to these successes or failures, the bottom line is that the responsibility falls on the shoulders of the hiring manager. As a hiring manager, your credibility and reputation are on the line.

Some companies have a series of training sessions in place for new managers. That's simply NOT enough! Every hiring manager needs a PLAN in place for minimizing the risk and increasing the chances of success for the new manager. Here are some topics to get you started:

The Expectations

This is about "defining moments". Articulate the mission, vision, and values of your business unit, and how it fits into the big picture. Describe as vividly as possible how you define success. Give examples of past successes and failures and specifically what attributed to the determining factors.

The Boundaries

This is about "showing them the ropes". Be very clear about accomplishments and priorities. Clarify what you expect in terms of quality, quantity, timeliness and cost. If there are "do's and don'ts, just tell them. They need to know the unwritten rules, and how they'll know when to stop, use caution, or go for it.

The Support

This is about "the safety net". Give them a clear picture of how you'll support them and what to do when things go wrong. Tell them how they can work best with you. Introduce them to other key people they can rely on. If at all possible get them a mentor.

Once you've created the plan, implement it through a series of conversations. Commit to regularly

scheduled, two way conversations that create an open, safe environment for the new manager to get what he/she needs to succeed.

Although not all encompassing, a plan like this will create a foundation from which you can build. The results can significantly increase the chances of success for your new manager. And, after all, your reputation depends on it.

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