



## NEW MANAGER CHEAT SHEET

Congrats! You've finally achieved your goal- a role where you're leading, not just contributing. This is an exciting time, but also terrifying and full of new responsibilities and developing new skills. Many managers receive little or no training to master this new type of job. This guide gives a quick crash course on how to navigate these exciting first few weeks.

### GET TO KNOW YOUR EMPLOYEES

During your first week on the job, make an effort to meet with each staff member on your team individually and answer any questions they may have. They may be excited, apprehensive, or even downright hostile to new leadership. Make sure you catch this early and set the precedent for your working relationship. Talk about what they need support-wise from a manager and what you can provide them with. If you were promoted to this role from the team you're now managing, discuss how you being a manager now may impact the ability to be social with your former coworkers. You can still be friendly, but you're a manager, not a friend.

### GET TO KNOW YOUR ROLE

Ask to sit down with your manager and discuss what they expect from you. Are they looking for you to both deliver results individually and manage the team, or do they want you to focus on simply developing and supporting your staff? Do they have any concerns about your team or background info, like a problem employee or reoccurring issue, that could be helpful? Where do they want to see the department in the next 3 months, 6 months, and year? Get this info up front so that you can tackle it early on. Remember, as a manager, your focus now is the big picture, not the minute details of every project. Recognising this and learning to let go early on will make your transition far more successful.

### SET UP REGULAR CHECK-INS

The most important thing you can do is ensure that you have a schedule to regularly meet with your staff. This takes some fine tuning over time- you may start with a weekly meeting, then realise they only need a monthly check in. To start, though, get something in place so that your staff feel supported and you can stay on top of your team's progress, successes, and challenges.

### DON'T JUMP THE GUN

It can be tempting to come in guns blazing and start changing things from day one, especially if you previously worked on the team and have ideas on what you can improve. However, you'll have a different perspective now that you're a manager. You'll be included in conversations that you once were not and be privy to a different set of information. Spend the first few months

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observing and getting up to speed before you rush into implementing any changes. You may find that there are reasons things were done a certain way that you previously were unaware of.

## TAKE THE TIME TO LEARN

As a new manager you're probably feeling overwhelmed! Carve out some time each week to work on developing your own skills as a manager. Take webinars, read books, and find blogs that are both industry-specific and generalized to management across the board. Ask your boss or a mentor for resources they recommend. See if there are any leadership institutes or development programs you can enroll in. This effort will pay off in the long run and allow you to set yourself up for success!

## BECOME THE EXPERT

Take the time to learn exactly what your department is, what the vision is, and how every piece fits into place. Get your hands on any documentation on hand and search any shared drives for everything you can read. Learn what challenges the department has faced and what processes are in place. Get to learn exactly what each team member does and, if possible, get them to train you on it. Do note that cross-training is typically better-suited for lower-level positions and you'd never ask a coder to teach you if you don't have a computer science background. However, for many positions, you'll need to train new staff members if anyone leaves. make sure you're setting yourself up to do so.

## LEARN TO DOCUMENT

As a manager, one of the best ways to set yourself up for success is to start the habit of keeping detailed records from day one. Document performance issues in writing with a date and time. Keep a record of what your employees have achieved throughout the year (trust me, you'll be glad you did come annual reviews). Keep notes on what they were unable to achieve and why. As a manager, you will have many moving parts on your plate that were not there before, Keeping records is essential to staying on top of everything.

## ADDITIONAL READING

Green, A., & Hauser, J. (2012). *Managing To Change the World: The Nonprofit Manager's Guide To Getting Results*. San Francisco: Jossey-Bass.

Willcock, Sue. (2016). *Help! I'm a Manager*. UK: Chaseville Press.

Zhuo, J. (2019). *The Making of a Manager What to Do When Everyone Looks to You*. New York: Portfolio/Penguin.