

We empower you to make the most of your public service career

What's Inside

This MyInfo sheet will be of interest to new managers and to individuals who have moved into more senior management roles. The advice in this sheet will help you develop an approach as you start your new role and develop your own style and skills.

Some of the ideas presented in this MyInfo sheet include:

- Know your organization
- Know your supervisor
- How to get to know your team
- Mentorship and peers
- The value of continuous learning
- How the BCEEA can help

Tips for New Managers

Over the years, BCEEA Advisors have noticed that sometimes people moving into new leadership positions don't always have a method for thinking about how to be a manager. BCEEA advisors have worked with many managers to support their leadership development and to learn to motivate their staff to perform as a high functioning team. This MyInfo sheet will help you develop an approach as you start your new role and develop your own style and skills.

The Manager's Role

You bring a high level of education and experience to your position. Building your skills and knowledge, further developing your leadership competencies, and developing new relationships is key to success. It's important to develop and maintain productive, professional working relationships with a wide range of people, including executive members, your supervisor, your staff, peers, clients, and stakeholders inside and outside of government.

Considerations for Managers

Know Your Organization

Developing an understanding of your organization's strategic plans and business mandate, along with the functions and deliverables for your program areas is a key place to start. Ensure your work is well-aligned with the priorities for all of government, the mandate of your ministry, and the expectations of your division and program area. Deepen your understanding of the mandate and deliverables of other ministries and divisions. Understanding and aligning mandates supports all partners to successfully deliver on expectations.

Know, understand, and apply the policies that govern your business and human resources responsibilities. Ensure that you understand your responsibilities for budget and financial processes, emergency preparedness, freedom of information and protection of privacy, and other overarching accountabilities of a manager's role.



"Think of the first 90 days as a listen and learn opportunity," says Dr. Thacker, president of New York-based consulting firm Strategic Performance Solutions. "Learn who your staff, superior and peers are, what drives them, what motivates them", states Elizabeth Garone from the Wall Street Journal. Establish working relationships that cultivate a common commitment to success based on the involvement of all relevant parties.

Know your supervisor

Understand your supervisor's goals, deliverables, and related expectations of you. Work with them to set your learning and performance goals. Understand how they want to be kept informed of your work successes and challenges and keep them informed of your progress so that they have confidence that the work is successfully moving forward. Communication is key.

Be well-prepared to brief your supervisor. Is your supervisor a "be brief, be bright, be gone" personality type, or do they prefer to dig into the details? Adjust the presentation or conversation accordingly. If you present a problem or issue, anticipate questions they might ask and be prepared with potential ideas and solutions.

Your Team

Get to know your team

Get to know your staff, their goals, their strengths, and their challenges. Develop a team with diverse skills to help deliver on work priorities. Let your direct reports know what expectations your supervisor has of you, and in turn what that means for your expectations of them. Talk to your employees and find out what they think about the work of your team, and seek their ideas for positive changes in program areas.

Engage your team

One of the most important changes you will experience is the shift in your role from subject matter expert to decision-maker. You can make this transition easier by harnessing and supporting the knowledge and expertise of staff who know their jobs and their subject areas. In turn you will become more comfortable with not being an expert. Ensure you give credit where credit is due.

Keep staff up to date on any changes to the organization, its mandate, deliverables, and program changes. Ensure staff know what to expect when changes occur, and what role they might play in supporting these changes. When team members know the 'big picture' it will help nurture their commitment to shared goals and they are more likely to feel trusted, respected, and valued.

Get to know your staff and their individual and collective knowledge and skills. Understand their goals, strengths, and weaknesses. Support their goals, harness their strengths, and provide opportunities for them to develop new strengths to support the work of your team.

Ensure that staff know your expectations. Check in regularly with your team members, individually and as a team and make changes as needed. Encourage open dialogue, ask for and listen to their ideas and put their ideas into action where possible.

Sometimes your new role is expected to 'fix' things. This can be challenging as others may feel threatened. Inevitably we all need time to process changes. Ensure that you do your homework and consult the experts in your new branch and/or department. Most importantly, make sure your staff



feel involved in the decision-making where possible, so that they have time to process changes and build ownership with the results.

Deal with concerns

Address individual and team performance issues and business concerns when they first come to your attention. Share your concerns with the persons or person involved. Mutually develop a plan to correct course and follow up with staff to confirm that concerns have been successfully resolved. Be sure to keep your supervisor up to date on concerns and plans for change.

Support your team members' learning

Encourage your staff to engage in continuous learning and development and support opportunities for them to grow, aligned with their career and performance goals.

Celebrate successes

Celebrate team successes and acknowledge individual contributions. Activities such as taking the team out for coffee builds team cohesion!

Mentorship and Peer Relationships

If you can, find someone who is willing to be either an informal or formal mentor. Having someone who can answer your questions and share their own experience and advice is invaluable. You will meet many people in your new role, and many of those people will help you deliver on your work priorities. Ensure you build positive relationships with others. Build your relationships with peers by reaching out to staff in other ministries, divisions and programs.

Engage in Continuous Learning

Reflect on and articulate your career goals and on what you hope to achieve in your new role. Set your learning goals in alignment with your career goals, your deliverables, and the new skills you need as a manager. Take advantage of BCPSA, relevant post-secondary courses, and other developmental opportunities.

Is this right for you?

The road to management excellence is a lifelong process, and not easily acquired in a few months on the job. Sometimes employees struggle to get into management roles, but once they get there, they realize it isn't for them. Give yourself some time on the job, but if it's not for you, don't be ashamed to admit it. If you are a new manager, be sure to give yourself some time on the job.

How the BCEEa Can Help

BCEEa is here for you at every step along the way to support your development as a successful manager and leader. Check out our other resources including other MyInfo Sheets, workshops and reports. And most importantly, don't hesitate to call us. We can help you map out your challenges and develop a plan for success.

Please remember that this MyInfo sheet has been developed to provide general tips and does not take into account any individual circumstances, constitute legal advice, represent government policy or replace a personal consultation.

