

[Five Tips for New Managers](#)

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Contributed by Roberta Matuson, Author of the recently released book, [Suddenly in Charge: Managing Up, Managing Down, Succeeding All Around](#)

Congratulations! You've just been promoted into management. Now what?

In an ideal world, new managers would be groomed for their new role. However, this is rarely the case. People go to bed one evening as a member of the team and wake up the next morning to find themselves managing the team. One of the most challenging and critical tasks new managers face is striking a balance between managing down—dealing with employees—and managing up—reporting to bosses. To add to concerns, there are scores of replacements waiting should you fail. Here are five tips to help you shine from day one.

1. Look up before you fall down. When I was a new manager, I made the same mistake many people make. I was so busy trying to figure out the tactical pieces of my new job, that I failed to notice what was happening above me. My new peers were doing their best to ensure their own success, which often hinged upon me not getting what I needed. For example, they were doing their best to increase their operating budgets, which meant less money for my department. In retrospect, it is now clear to me why their assistants were driving brand new cars while my people were coming to work every day in their clunkers.

Your first job as a new manager is to build relationships with peers and those above you. This strategic move will allow you to obtain the resources you need to be successful.

2. Your success depends on the success of others. To succeed as a manager, you will need to shift your focus from “me” to “we.” Going forward, your success will no longer be measured by your individual contribution. Instead, you will be evaluated on your ability to create and maintain a highly engaged team that is willing to give it their all.

Sit down with your new direct reports and ask them what they need in order to do their jobs well. Resist the temptation to make promises. Instead just listen and take notes. Check this list from time to time to ensure their needs stay top of mind.

3. Choose respect over love. Years of experience has shown me that it is better to be respected by your people than loved. Your employees are relying on you to be their boss, which means that you generally cannot be their friend. They are depending on you to provide them with honest feedback. That's hard to do when you are overly concerned about what they will think of you after you deliver bad news.

Politely decline all invites to join the staff for drinks at Happy Hour. One or two glasses of wine can easily turn into a bottle. You may be having fun with everyone that evening, but will they still respect you in the morning?

4. Be credible. It is difficult, if not impossible to get others to follow you if you aren't perceived as being credible. Credibility is not something you earn overnight, although it is certainly something you can destroy in one day. Be mindful of how your words and actions have a direct impact on how others perceive you on a daily basis.

Credibility and trust go hand in hand. You build trust and credibility by doing what you say you will do. However, there may be times when you are unable to keep a promise. In those situations, it is always best to come clean as soon as possible. For example, if you made the mistake of promising someone a raise that will no longer be happening because of salary freezes, then it's best to let them know the moment you receive this information. They may not like the news you will be delivering, however they will respect the fact that you told them sooner, rather than later.

5. Surround yourself with the right people. Hire for fit, train for skill and if the opportunity presents itself, hire people who are better than you. If you do make a hiring mistake, take corrective action immediately. Be prepared for the arrival of new hires so they immediately feel connected to the organization.