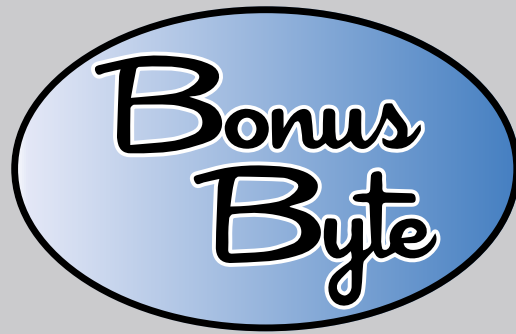


# BUD

# TO



# BOSS

**Starting Concerns for New Supervisors**

# STARTING CONCERNS FOR NEW SUPERVISORS

by Guy Harris

As we were preparing to write *From Bud to Boss*, Kevin and I collected questions from workshop participants and Clients concerning the transition from peer to supervisor. In the process we got a pretty full list of questions.

To help you get a jumpstart on what is in the book here are the questions and a brief answer for each:

- How do I make discipline stick with my friends?

Here's the bottom-line answer: In the workplace, discipline of a friend is the same as discipline for any other employee. Start the coaching process early – long before it becomes a discipline problem. If you start your feedback early and make your comments solely about workplace behaviors, results and interactions, then you should be able to navigate this challenge.

- How do I get “lazy” people to work?

Very seldom are people truly “lazy.” In most instances, the problem you see is not laziness. Instead, it's a lack of concern for the work at hand, a lack of interest or a lack of feeling a re-ward for doing the work. The key here is to look for the thing that interests the “lazy” person and find a way to communicate with him/her that ties his/her personal interests, goals and desires with the mission and work of the organization. Do that and the “laziness” will usually go away.

- What is the best way for me to communicate with my peer leaders?

Get to know them, their preferred communication method (over coffee, at lunch, email, etc.) and their basic communication style (you will get insights on that in the Communication section). Then, start the process of connecting with them in the way that works best for them.

- How do I get a better understanding of my new role/responsibility?

Speak with your supervisor, your peers, and the people you lead to build your understanding of what each of them expects of you in your new role. Once you know what people expect of you, you can develop a plan to make sure you are behaving and performing in a way that meets those expectations.

We also recommend that you finish reading the book, get involved in the *Bud to Boss* Community and continue to seek personal and professional mentors who can help you to “learn the ropes.”

- Who communicates my new role to others?

Ideally, your supervisor will do this. This communication will show the rest of the organization that you have your supervisor's support.

- How do I communicate with new peers that have been at this longer than me?

The answer to this question is similar to the one above about communicating with your new peers. If they have been a supervisor for some time, we recommend that you schedule some time to speak with them to get their perspectives and experiences. Even if you disagree with their approach or their results, you will learn something in the process.

- How do I work with groups led by people with leadership styles different from mine?

The best answers to this question are contained in the content and Bonus Bytes in the Communication section of both the book and the Bud to Boss Community site.

Learn to understand their communication preferences, their concerns, their frustrations and their objectives. Then, work to connect with them on the basis that works best for them. In the process, you just might build some strong alliances and relationships with people who can help you see things from different perspectives.

- How do I work with distant or virtual teams?

When you work with people at a distance, you have to work extra hard to build a good relationship and to communicate clearly.

Fortunately, technology advances over the last few years make this much easier. Use the tools to your advantage. Video conferencing, web meeting, webinar and phone bridge line services can really help you to stay connected with you team. As much as your schedule and budget allows, create opportunities to meet face-to-face.

- What can I do to deal with the grapevine?

First, recognize that it exists everywhere, and anything you do overtly to attempt to kill it could cause more trouble for you.

We recommend: acknowledge it, talk about it and feed it good information. The bottom-line: strive for openness and honesty and the grapevine tends to go away on its own. (Look in the Change section Bonus Bytes for a complete Bonus Byte on dealing with the grapevine.)

- How do I deal with multiple bosses?

The short answer: talk about it with both and get clear expectations from/for both. The key is open, honest, frequent communication with both bosses. Learning some assertive communication strategies (Chapter 40 and a Bonus Byte) also would help.

- What can I do to deal with problem employees?

Once again, the issue comes back to clear communication of expectations and coaching them toward better behaviors and results. Remember to:

- Beware of labeling them as “problem employees.” The label in your mind can cause you to behave in ways that actually make the situation worse.
- Keep all of your comments, observations and coaching focused on things that are objective and observable. (Behaviors and results rather than interpretations and feelings.)

- How can I best delegate to my former peers?

Openly acknowledge the change in relationship, and state your expectations clearly. If they refuse to accept the delegation, you might have a performance problem to address.

- How can I change the culture on my team?

This question is closely related to content in both the Change and Coaching sections. Start by identifying the people who are most likely to buy-in to the desired changes and work with them to gradually bring other people into the mix.

- What am I supposed to say to an employee who says: „„Your job should have been mine”?

This is a really dangerous situation. First, attempt to understand why they make that statement. Inquire more than you defend. Ask more than you justify. Ask questions. Listen care-fully. Acknowledge any valid points they might make. Then, remind them – gently – that while they have valid points, you have a job to do and that you intend to do it.

- How do I gain respect, trust and credibility in my new role?

There are many pieces to this question. The quick answer is that you tend to get from people what you give them. Show respect and give trust, and you will probably receive respect and trust.

- What is the best way to communicate about difficult issues?

Privately is the first thought that comes to mind when I think of how to address difficult is-sues. The second thought is to apply assertive strategies built on the idea of respecting the other person even if you have to deliver a difficult message. Do everything you can to keep anger, frustration and criticism out of the conversation.

- How do I manage professionals?

Learn to address their specific issues and concerns, and they will work with you well. The idea behind working with professionals is no different from the ideas behind how you work with anyone else. Meet their needs, listen to their concerns, take care of any frustrations they have, and they probably will follow you.

- How do I gain influence with my boss?

The answer is the same idea as the answer above. Your boss is just another person. People principles work with most people regardless of their background, training, experience or level in the company. The specific technique and word choice will be different. The concept is the same.

- What do I do to build a high-performing work team?

Learn to diagnose where a team is in the process of moving from group to team. (More on this in the Collaboration section). Decide where you want the team to be in terms of interactions and results. Meet with the team to learn what they see and to communicate your goals. Take the time to understand and then build consensus for the hard work it takes to make any team great.

- How do I separate my personal relationship with my team from my professional relationship with them?

Start this process by speaking with your team about what your new role will require of you. Talk about what the new role means for your relationships. Keep the communication open to avoid misunderstandings or misinterpretations of your “new” behaviors.

- What if people perceive that I am showing favoritism toward my friends?

First, make sure you are not unconsciously showing favoritism. Then, speak with your friends to explain what’s happening. Start drawing the line between your personal and professional relationships so you don’t do anything to fuel the fire.

- How can I resolve conflicts between employees?

Have a face-to-face discussion with both people (yes, at the same time) to develop a plan for future behaviors and interactions that will address both people’s concerns.

- How can I communicate with and motivate people who are different from me?

Learn to understand their communication and work style preferences and then speak and act towards them in ways that are comfortable for them. (More in the Communication section.)

- What should I be doing to conduct better performance evaluations?

Do them more frequently and more focused on future behaviors than on past behaviors. Remember, performance evaluations are much more than an annual ritual you must endure. If you view them as part of your ongoing coaching relationship with your team rather than as a form and a meeting you must complete to satisfy your human resources representative, they can make a big difference for you and your team.

- How do I get employees to buy in to my new role?

We’re coming back to open, honest communication and clear definition of expectations. When you know what people expect of you, they know what you expect of them and you deliver on those expectations, you will create buy-in.

- What do I do to help people deal with change, and how do I communicate about changes to minimize resistance?

Recognize the emotional impact that change has on all people – including you. Acknowledge, talk about and make time for the emotional part of the change. When you make time for the emotion and focus on educating more than forcing, resistance tends to reduce.

- How can I better understand other people's needs?

The communication style model discussed in the book will help. In the end, talk with people. Get to know what they like to do when they're not at work. Their behaviors tell you what they seek in terms of rewards, recognition and fun. Pay close attention. They will tell you.

# ABOUT BUD TO BOSS

*Bud to Boss* provides new leaders and organizations looking to develop new leaders with insight, resources and powerful learning opportunities designed to specifically address the challenges of successfully transitioning from peer to leader.

To speak with someone about how we can help you or your organization, send a note to **info@BudtoBoss.com** or call the number on this page.

You can learn more about us at:

**BudtoBoss.com**

Our products and services include:

- Books & Learning Resources, including the best-selling book *From Bud to Boss*
- Classroom & Virtual Workshops
- The Bud to Boss Toolkit eLearning Course
- A Variety of Enterprise Solutions including Onsite Training and Certification



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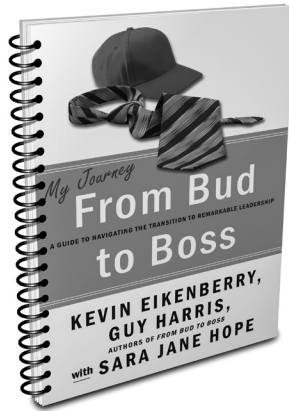


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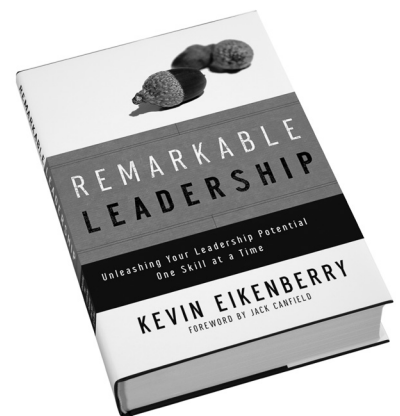


## My Journey From Bud to Boss

A companion volume to the From Bud to Boss book, the Journey is a workbook designed to help you apply the knowledge gained to actual work experiences. It includes activities, questions, and exercises designed to take you beyond the concepts introduced to you during the Workshop or the book. And while this book is completely designed to be written in, all of the templates and tools are available in both PDF and Word document form so that you can use them over and over.

## Remarkable Leadership

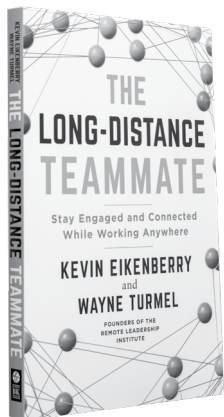
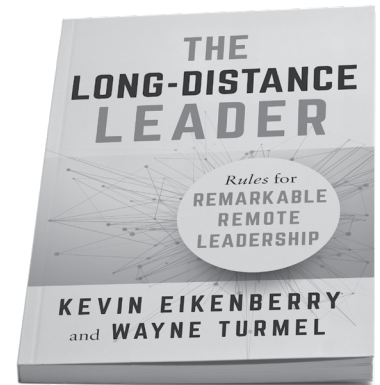
is a practical handbook written for anyone who wants to hone the skills needed to become a remarkable leader. This book outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way. It explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.





## The Long-Distance Leader

is a practical, candid look at what it takes to lead people, projects and teams in today's dispersed workplace. The book showcases 19 rules for being a remarkable remote leader, and offers practical models, tools, and best practices to tackle the real-world challenges from how we work and communicate virtually.



## The Long-Distance Teammate

Written by the founders of the Remote Leadership Institute, this book is the most authoritative single resource for helping remote workers get work done effectively, build relationships that are both productive and satisfying, and maintain a career trajectory when they are not in constant close contact with their leader, coworkers, or the organization in general.

Check out our website for additional leadership resources including our free video training series, blogs, newsletters, podcast and more!

**[BudtoBoss.com/resources](https://budtoboss.com/resources)**