

It's not you, it's me...

—

How to break-up with your former peers and transition into a new leadership position

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To Do List:

- Introductions
- Coming to terms with the inevitable: The relationships you had with your coworkers will have to change in order for the possibility of a cohesive team that thrives to emerge.
- Group Work--What's Your Story?
- The Basics
- The Nitty Gritty
- Group Work--Worst Case Scenarios
- Recap

Accepting the Hard Truths of Change

- ❑ Coming to terms with the inevitable: The relationships you had with your coworkers will have to change in order for the possibility of a cohesive team that thrives to emerge.
 - ❑ Note: This is the time when you have to ask yourself: Can you come to terms with this fact?
 - ❑ Even More Important Note: It's okay if that immediate answer is "Heck, no!" For the rest of this presentation, I only ask that you open yourself up to the possibility and be an active listener to your peers.

How that relationship changes is up to you.

What's Your Story?

The Basics

“It’s tough...the dynamics completely change. It combines the challenges of any promotion with the additional challenge of people having to recalibrate their relationship with you.” --Robert Sutton, author and professor at Stanford University

The Basics

- ❑ Allow your friendships to mature and evolve.
 - ❑ If they are your friend, they will lift you up to support your success and in turn you are able to lead them into their own success along the way.

The Nitty Gritty

What NOT to do: Send an e-mail to your team with a subject line: I'M THE BOSS NOW, SHA-POW!

One thing I can almost guarantee is that there will be awkward moments as you transition from team member to team leader.

The Nitty Gritty

What to do:

1. One-on-one meetings with individual team members
2. A team planning session
3. Compassionate and swift intervention with resistant individuals

One-on-one meetings with individual team members

By having your first boss-subordinate conversations individually, you'll be able to personalize the message and be more candid than you can be in a group setting.

A Team Planning Session

Compassionate and Swift Intervention with Resistant Individuals

Buy In

Frame of mind

Boundaries—Awkward but Necessary

“It’s tough...the dynamics completely change. It combines the challenges of any promotion with the additional challenge of people having to recalibrate their relationship with you.” --Robert Sutton, author and professor at Stanford University

Worst Case Scenario

This slide could really be interpreted two ways:

1. Oh, nice. We're going to work together to find ways to sort through tough problems!
2. Group work...Worst. Case. Scenario.

ANXIETY GIRL!

able to jump to the worst conclusion
in a single bound!



A decision is made without your knowledge

An issue that has been closed is reopened.

A team member resists your leadership
passive-aggressively.

A group of people gang up on you.

Everyone quits. Everyone.

Please keep this in mind as you decide how you would proceed:

“Your organization is demonstrating confidence in you by making you the leader of your team. Earn that confidence by balancing the humanity to listen and learn and serve your team with the courage to assert your role as a leader when required. Valuable team members will adapt. Those who don’t may need to find another place to contribute.”

Recap

Sources

Davey, Liane. "What to Do First When Managing Former Peers." *Harvard Business Review*, 16 Sept. 2015, hbr.org/2015/09/what-to-do-first-when-managing-former-peers.

How to Manage Your Former Peers - Harvard Business Review How to Manage Your Former Peers. Amy Gallo; December 19, 2012 ... Amy Gallo is a contributing editor at Harvard Business Review and the author of the HBR Guide to Dealing with Conflict at Work.