



**Caliente Leadership**

*Turning Good Leaders into Great Leaders*

# HOW TO TRANSITION EFFECTIVELY

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## INTO A NEW MANAGER OR SUPERVISOR ROLE



# WELCOME

Welcome to this guide book on How to Transition Effectively into a new Manager or Supervisor Role.

From having trained and coached over 10,000 leaders, I know that the transition from being a highly skilled and excellent Individual Contributor to a supervisor, manager, or team leader position can be quite challenging. There are several reasons for this, as you will read shortly.

Most importantly, you do not have to let the many transition traps that befall new leaders happen to you. With the right leadership education and coaching, you can be confidently prepared to handle these challenges and obstacles.

And, if you so desire, you can become a great leader. A leader who is admired. A leader who is trusted. A leader capable of providing the motivation, coaching, development, and direction that your team members want and need.

I believe great leadership is an art. It is the art of achieving progress through the involvement and actions of others.

Great leaders perform this art and attain desired results by having a personal leadership philosophy, the right leadership mindset, and using the right tools and techniques. They are also consistent in their leadership behaviors.

Here are four other things I believe about Great Leadership:

1. Leadership is about both people and results. If you have to neglect one, neglect the results for these will come when you have developed your people.
2. Great leaders are great listeners. They know they learn more from listening than from speaking.
3. Great leaders happen at all levels of an organization, not just in the executive suites or ownership ranks.
4. People development is the single most important long-term priority and responsibility of all leaders at all levels of an organization. Great leaders ensure that this happens.

I also believe the best leadership education comes not from being taught but from being inspired. I would rather inspire a hundred than teach a thousand!

I hope this useful guide on making an effective transition from being an excellent Individual Contributor into your new supervisor, manager, or team leader role is a key contributor to your personal success and career journey.

Best wishes for continued success,  
**Steven Howard**

# WHY NEW LEADERS FAIL TO MAKE THE TRANSITION FROM INDIVIDUAL CONTRIBUTOR

Over 60% of all new supervisors and managers fail to make an effective transition from being an individual contributor to their new leadership roles.

Transitioning from a successful individual contributor role into a supervisory or manager position is fraught with challenges, concerns, and worries. This is a profound change that requires a new skill set to be successful. It also comes with high risks of failure, personal dissatisfaction, team disenchantment, and team member disengagement.

This is because many first-time supervisors are thrown into the deep end of the pool, with little guidance or direction, and with little or no formal training in leadership skills. They are expected to achieve results through others, but often lack the requisite skills in people motivation, engagement, feedback, and development. They can also have tremendous difficulties in communicating unpopular programs and decisions and aligning team members with a newly formed strategic vision or change initiatives.

Don't let this happen to you, even if your company or organization does not provide you with learning and developmental opportunities in these areas. For more on this, see the section Leaders, Managers: Invest in Yourself.

Complicating matters further, numerous pitfalls prevent excellent individual contributors from making effective transitions into first-time supervisory and managerial responsibilities. Here are ten transition traps that frequently derail new leaders, managers, and supervisors:

- ✔ Trying to accomplish too much too fast
- ✔ Wearing the "boss" hat too often, too soon
- ✔ Micromanaging (fear of not knowing everything)
- ✔ Trying to mandate buy-in rather than attaining it
- ✔ Believing you need to have all the answers
- ✔ Making changes too quickly and too soon
- ✔ Not understanding the priorities of their boss
- ✔ Not knowing their leadership philosophy
- ✔ Not thinking about their leadership mindset
- ✔ Failing to establish boundaries and expectations



For an explanation of these transition traps, go to my YouTube channel on leadership and watch the video Transition Traps That Derail First-Time Managers and Leaders.

Two other major pitfalls disrupting the smooth transition from a good individual contributor to an effective supervisor, manager, or team leader are:

- 1) The inability to prioritize shifting projects, tasks, and deadlines
- 2) Not knowing how to lead people through change.



Leadership development, particularly for new managers, supervisors and leaders, is an on-going, never-ending journey. Key components for enhancing leadership skills are coaching and mentoring.

Unfortunately, the vast majority of organizational leaders today (including your own bosses and managers) are way too busy producing results and dealing with the ever-changing COVID-19 situation.

Hence too many leaders, particularly in SMEs and privately-owned companies, lack sufficient time to develop and grow their people, especially when their team members work remotely and from home. As a result, new and young leaders are often left to sink or swim, with little or no upper management support.

Unfortunately, great Individual Contributors do not necessarily make great managers or leaders. When promoted into supervisory or managerial roles, they tend to focus on the managerial aspects of processes, reporting, and executing what they're told.

They are totally unprepared for the key critical leadership skills of coaching, providing feedback,

motivating team members, obtaining buy-in and commitment, increasing employee engagement, and fueling innovation and new ideas.

Being a leader is vastly different from being a manager. As a new mid-level leader, there are times to have your managerial hat on. Likewise, there are times to wear your leadership hat. Knowing and understanding the differences between these roles and responsibilities is critical for success as a new supervisor, manager, or team leader.

Unfortunately, this is not something you learn as an individual contributor, nor is it something you can gain through osmosis upon being named a manager or supervisor

Despite all these challenges and obstacles, there is a tremendous lack of formal leadership training and development in organizations for mid-level leaders, particularly in SMEs, privately-owned companies, and the non-profit sector.

No wonder nearly two-thirds of all new managers, team leaders and supervisors fail to make an effective transition into their new roles.

# YOUR NEW LEADERSHIP ROLE

Mid-level and frontline management jobs and leadership positions are extremely challenging.

In today's flatter organizational structures, mid-level and frontline leaders must handle and juggle a wide range of ever-increasing responsibilities, while also coping with constantly changing corporate strategies, greater interpersonal conflicts, and team members who are frequently less than highly engaged.

Despite these challenges, mid-level leaders and managers are "the glue between strategy and execution."

## GOING FROM INDIVIDUAL CONTRIBUTOR TO LEADING OTHERS

Managing and motivating yourself as an individual contributor differs greatly from managing and motivating other team members.

This is why the leadership training programs for senior leaders cannot easily cascade down to new supervisors and mid-level leaders. New leaders, managers, and supervisors need training programs specifically tailored to their responsibilities, challenges, difficulties, and concerns.

Receiving training in only one or two leadership skills areas causes more harm than good. It will also cause the organization's strategies to collapse and fail from poor execution, dismal commitment and buy-in from frontline staff, and a lack of innovative solutions when unexpected hurdles and obstacles are encountered.



## LEADING EXECUTION. PRODUCING RESULTS.

As a mid-level leader, you are charged with interacting with your direct reports and peers to remove obstacles and provide solutions for anything adversely impacting a strategic initiative.

You are typically empowered to make decisions. But you also are often afraid of failure or being second-guessed by your managers and higher-echelon leaders.

You are expected to achieve results through others, but often lack experience and prowess in motivating people, enhancing employee engagement, providing effective feedback, and creating individual development programs.

None of these are things you had to worry about or consider as an individual contributor.

You are also likely to have difficulties in communicating initiatives, programs, and decisions handed down from above. Even more challenging can be aligning team members with newly formed strategic visions or change initiatives. In a recent (pre-pandemic) DDI study, only 10% of middle managers felt well-prepared for the challenges their businesses were facing.

Even more concerning, only 8% felt that driving execution was one of their personal strengths.

However, when exposed to best practices in these areas, and given a set of usable models and techniques, they often deliver beyond the highest expectations.

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In fact, the DDI research revealed that when leadership development programs for mid-level leaders are high quality, the impact is seen in both leader quality and organizational performance.

There is no doubt that leading for results is important. But so is knowing how to lead people effectively and motivationally to attain your desired results. You must do both. This is not an either/or proposition.

That's why we created our proven three-pillar approach for Leadership Development:

- ✔ Leadership Mindset
- ✔ Leading People
- ✔ Leading for Results

It is also why it is important that your leadership development is not centered around a one-time training event or just a pair of courses.

This is why we incorporate follow-up and learning reinforcement into all our leadership development programs. More on this later.

## LEADERSHIP DEVELOPMENT

In many organizations, training is primarily focused on developing technical skills. This creates a cadre of managers and individual contributors who are knowledgeable and competent in their respective jobs but who are not trained in the fundamentals of leading people.

One area of particular weakness in mid-level leaders and new supervisors that I have noticed in my 25 years of international leadership development is their inability to give team members relevant, useful, and actionable feedback.

In fact, giving feedback is one of the greatest fears of new leaders at all levels of an organization.

Because of the lack of training in best-practice feedback methods, mid-level leaders can only rely on the feedback processes they have encountered and experienced from their own managers over the years. As a result, bad habits are repeated and promulgated. What should be a factor in increasing employee engagement is often a key disengagement factor.





As a mid-level leader, you can only be effective when given optimal development and training opportunities that enable you to lead for results, lead diverse groups of people, lead the development of people, and lead your own development and growth.

This is why our mid-level leadership development programs and coaching services focus on these key skills:

- ✓ Personal leadership philosophy and mindset
- ✓ Learning to balance the multiple hats of mid-level leaders: individual contributor, manager, leader, coach, mentor, delegator, arbitrator, counselor
- ✓ Communicating as a leader
- ✓ Improving decision-making skills
- ✓ Leading teams and people
- ✓ Leading people development
- ✓ Leading for results
- ✓ Handling today's challenging situations: work from home, #MeToo, leading former peers, not being a subject matter expert, leading the "retired on the job"

Without such training, bad leadership habits cannot be nipped in the bud. These bad leadership habits are formed through:

- ✓ What was observed in previous bosses
- ✓ Repeating own bad habits
- ✓ Lack of understanding of own leadership style
- ✓ Leading all team members the same way because they do not understand that each team member requires some individualized interaction
- ✓ Inability to motivate team members
- ✓ Fear of delegating
- ✓ Micromanaging
- ✓ Improper decision-making processes, resulting in too many course corrections and less-than-optimal decisions

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## LEADERS, MANAGERS: INVEST IN YOURSELF!

No leader, manager, or supervisor should wait around for their boss to tell them how to develop as a leader. As April Arnzen, Senior Vice President of Human Resources at Micron Technology, tells leaders throughout this Fortune 500 organization, “Don’t ever wait around for someone else to tell you how to develop yourself.”

That’s sage advice for leaders at any level of any organization.

It is time for individuals to stop waiting for your company to develop their leadership skills. Likewise, stop wasting time on university programs or workshops full of theory but no practicality. Be proactive. Start leading and controlling your own personal and professional development.

Transitioning from a successful individual contributor role into a new supervisory or manager position is loaded with challenges, concerns, and worries. This is a major change and comes with high risks of failure, stress, anxieties, and uncertainty.

Unfortunately, 60% of all new supervisors and managers fail to make an effective transition from being an individual contributor to their new leadership roles. You definitely do not want to be part of this 60% segment.

## THE RIGHT LEADERSHIP EDUCATION

To develop your leadership skills, seek leadership education, not a training program.

There is no doubt that the best education comes not from being taught, but from being inspired. It is why one of my mottos is that “I would rather educate and inspire a hundred than teach a thousand.”

This is why I deliver leadership education and development programs through a variety of delivery channels, including digital learning, videos, self-paced learning, reinforcement to embed learning, and interactive coaching sessions.

Additionally, almost all leadership training programs have one inherent flaw – you do not get to speak or interact with your trainer after the program concludes. So you have no one to answer your questions. No one to bounce ideas off. And no one to help you assess how well you are implementing and applying the skills and tools you were taught.

Well, I have fixed that. A key component of our 8-part online leadership education program, called The Art of Great Leadership, includes 24 months of small-group coaching sessions. These 60-90-minute coaching sessions are all recorded in case you cannot attend a session or if you ever want to go back and review a discussion.

In addition, I provide individual coaching at a reduced rate for participants in any of my digital and virtual leadership development programs. Your leadership education is a journey, and I will accompany you on that journey for as long as you want.

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My goal is simple: to help you improve your current skills as a good manager or leader and develop these skills so you can become a great leader.

A leader who is admired. A leader who is trusted. A leader that people look to for motivation, coaching, and direction.

If this sounds interesting, let's talk. Let's discuss your personal needs, challenges, opportunities, and desires for your development as a leader.

Here's a link to my calendar appointment program:  
<https://calendly.com/stevenhoward>.

Please select a day and time that is most convenient for you. Together we can make sure The Art of Great Leadership program covers everything you need to shift from being a good manager to a Great Leader.



# THE ART OF GREAT LEADERSHIP

## SKILLS AND TIPS FOR DEVELOPING FROM A GOOD MANAGER TO A GREAT LEADER

The Art of Great Leadership: Skills and Tips for Developing from a Good Manager to a Great Leader is an innovative, self-paced, 8-part online educational program to help you become a better supervisor, manager, or team leader and put you on a proven journey to becoming a great leader.

The program includes a personal learning journal and workbook, my personal review of your individual assignments, 24 months of group coaching sessions, two bonus videos, and a signed copy of 8 Keys to Becoming a Great Leader: With Leadership Lessons and Tips from Gibbs, Yoda & Capt'n Jack Sparrow.

Additionally, the monthly group coaching sessions will be kept to small groups (approximately 30 per session) to enable discussions on any hurdles or challenges you face in implementing the tools and techniques you will learn in The Art of Great Leadership program. These coaching sessions will also be recorded in case you cannot attend due to a scheduling conflict and so you can refer back to them as needed.

The Art of Great Leadership will guide you through the proven practices and steps that have created other successful executives, managers, team leaders, and supervisors.

### SELF-PACED BLENDED LEARNING

Comprising eight core modules, the program covers the critical areas and skills of leadership that leaders, especially new managers and leaders, have to cope with on a daily basis:

1. Multiple Hats of Leadership
2. Communicating as a Leader
3. Leading for Results
4. Leading People
5. Leading People Development
6. Mindful Decision Making
7. Leadership in Today's Difficult Situations
8. Leading Your Own Personal Development and Growth

Each module is 60-75 minutes in length and is designed for you to learn at your own pace.

There are individual assignments where you will have the option of submitting these for a personal review by leadership development coach Steven Howard.

You will receive powerful, hands-on tips and knowledge throughout all eight modules. There will be lessons on making better decisions, best practices for leading people, and techniques for increasing team member engagement, buy-in, and results.

All of the key content is illustrated with real-life and inspirational stories from Steven's 40 years of global business experience. He will show you how he has used the tools, methods and techniques in The Art of Great Leadership to further his own career and achieve his goals and objectives as a leader in various multinational organizations.

With 24 months of practical reinforcement, this blended learning methodology is the best approach for you to develop as a leader and become a better supervisor, manager, or team leader.

### WHY I DEVELOPED THIS PROGRAM

I developed this series of self-paced online leadership development videos for two reasons:

- ✔ Research consistently shows that the large majority of new supervisors and managers fail to make an effective transition from being an individual contributor to a leadership role, and
- ✔ To help those of you who have started your own businesses – or plan to – be great leaders in your businesses.

### Steven Howard

Author and Creator of  
The Art of Great Leadership program



The objective of this online leadership development program is simple: to help you improve your current skills as a good manager or leader and develop these skills so that you can become a great leader. A leader who is admired. A leader who is trusted. A leader that people look to for motivation, coaching, and direction.

It is time that those of you who do not work in large, Fortune 1000 companies and organizations are given an opportunity to learn proven best-practice leadership skills.

It is time, for the benefit of the companies and organizations you work for, as well as for yourself, that you become a great leader.

## LEARN MORE

For further details, visit The Art of Great Leadership website. There you will find details on all eight modules, the bonus videos, and the philosophy behind this unique leadership education program. There is also a FAQ section.

Here's the link: <https://www.TheArtofGreatLeadership.com>



# LEADERSHIP DEVELOPMENT RESOURCES

## Online Leadership Development Program

*The Art of Great Leadership*

<https://theartofgreatleadership.com>

## Online Leadership Development Workshops

<https://www.calienteleadership.com/the-art-of-great-leadership-online-workshops/>

## Books

Better Decisions Better Thinking Better Outcomes: Going from Mind Full to Mindful Leadership

8 Keys to Becoming a Great Leader: With Leadership Lessons and Tips from Gibbs, Yoda and Capt'n Jack Sparrow

Great Leadership Words of Wisdom: Over 1000 Quotations on Great Leadership from Global Business Leaders, Statesmen, Athletes, Coaches, Philosophers and Sages

Leadership Lessons from the Volkswagen Saga

## YouTube

Steven Howard Great Leadership Channel

<https://www.youtube.com/channel/UCuZFGCoUe2jPRxq0e0nhBnw>

## Blog

The Art of Great Leadership Blog

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