

WRAAA Supervisory Course

Module 2: Transitioning from Peer to Supervisor

Module Summary: This module begins by challenging newly promoted supervisors to ask some questions with the goal of clarifying their new role. It then identifies some challenges that a newly promoted supervisor will (likely) face, both with his/her own position and with former peers. The module then provides some concrete steps a newly promoted supervisor should take for dealing with these challenges. Next, this module looks at some myths and realities of supervision that may surprise newly promoted supervisors and discusses techniques that can be used during team meetings. The module then introduces the idea of a 30-60-90 Day Plan, provides an example plan, and challenges participants to develop their own action plan.

Learning Objectives:

Participants will be able to:

1. Identify the challenges that a new supervisor will face when transitioning from peer to supervisor.
2. Identify the challenges that former peers will face when an individual transitions from peer to supervisor.
3. Identify concrete steps that a new supervisor should take upon promotion.
4. Analyze several strategies for dealing with backlash from former peers.
5. Recognize some common mistakes that newly promoted managers can make.
6. Develop ideas for the first 30, 60, and 90 days in a new supervisory role.

Module Structure

Name:	Content Description & Link:	Instructional Techniques:	Time Allotted:
Unit Opening	Congratulations to those who have been newly promoted to a supervisory position. Present an overview of this module.	Direct instruction	5 minutes
Where to Start as a Supervisor	Show participants the Where to Start as a Supervisor State: As a newly promoted supervisor, you may be wondering “where do I begin?” Or, you may also feel very confident, and have an exact idea. If you’re lucky enough to fall into this group, please consider the questions posed in this short video. If you’re questioning where to begin, this video provides a potential starting point for you.	Multimedia, Group Discussion, Graphic Organizer	10 minutes

	<p>Show participants the “Three Biggest Questions for New Supervisors to Ask on their First Day video.”</p> <p>https://www.youtube.com/watch?v=LeQKH1vAVpg</p> <p>Review the questions posed in the video:</p> <ol style="list-style-type: none"> 1. What is my role? 2. How can I best contribute? 3. What questions do I need ask? (to my boss, to my team) <p>Tell participants: Remember “Better results come from asking the right questions and acting on the answers.”</p> <p>Allow participants some time to fill out a graphic organizer with questions for their supervisor and their subordinates.</p> <p>Allow participants to share questions and discuss if they feel comfortable.</p>		
<p>Identifying challenges</p>	<p>Show participants the quote from Erin White of the Wall Street Journal: “One of the toughest issues for new managers is supervising former peers.”</p> <p>Show participants the quote from Berman, West, and Richter: “Workplace friendship is said to reduce workplace stress, increase communication, help employees and managers accomplish their tasks, and assist in the process of accepting organization change.”</p> <p>Ask participants: (1) Is there any tension between these two statements? (2) How might managing former peers compromise workplace friendship?</p> <p>Show participants the quote from Joan Lloyd: “Supervising former peers can be a difficult task. As you struggle with your new role as the boss, your former co-workers must adjust also.”</p> <p>Ask participants to reflect upon: What type of adjustments do you think your former co-workers will need to make?</p>	<p>Direct Instruction</p>	<p>5 Minutes</p>

	<p>Ask participants to reflect upon: What type of adjustments do you think you will need to make?</p> <p>Show participants the quote: “The old adage that it gets lonelier at the top is true.” & “To maintain your authority and manage effectively you must pull away.”</p> <p>State: For the rest of our time today, we going to explore what that means.</p>		
Common Mistakes Made by New Managers	<p>Show participants the Common Mistakes PowerPoint.</p> <p>Participants read the list</p> <p>Ask participants:</p> <ul style="list-style-type: none"> • Do you think you will struggle with any of these items? • Is there anything you would like to add? <p>Share the rest of the presentation with participants.</p> <p>State: “There are some other potential problems you may encounter.”</p> <p>Slide 3 – This is Just Between Us Slide 4 – Loose Lips Sink Ships Slide 5 – Expect a Backlash</p> <p>State: The good news is, if you can identify a challenge ahead of time, you can begin to formulate a plan for how to resolve that challenge.</p> <p>Explain: We’re going to send time giving you some specific strategies to deal with these potential problems.</p>	Direct Instruction, Group participation	5 Minutes
Meeting the challenges	<p>Show Participants “Moving from Peer to Manager” from Your Practice Ain’t Perfect by Joe Mull.</p> <p>https://www.youtube.com/watch?v=ZFAG_E0kMul</p> <p>Review the Four things you must do as soon as you step into the role:</p>	Multimedia, Group Discussion	5 Minutes

	<ul style="list-style-type: none"> • Manage your own expectations – Don't assume everyone will be on your side because you were once one of them. • Prepare for yourself and others for your relationships to change. • Be selective and conversational about change. • Stay in the trenches for a while – show your employees you are working hard. <p>Ask participants if they have any thoughts on the video.</p>		
Dealing with the backlash	<p>State: As the video mentioned, you can't assume that everyone will be on your side, and you must prepare for the change.</p> <p>State: There are several things you can do to prepare everyone for this change.</p> <p>Show participants the dealing with backlash slide presentation.</p> <p>Slide 2 – Get a Mentor Slide 3 – Prepare Yourself Slide 4 – Embrace Change Slide 5 – Alliances & Friendships Slide 6 – Socialize Equitably Slide 7 – Equality for All Slide 8 – Build Goodwill Slide 9 – Build your Team Slide 10 – Build a Foundation Slide 11 – Deal with it Head-on Slide 12 – Dealing with Resentment & Hurt Feelings Slide 13 – Stay Humble Slide 14 – Don't go Changing</p>	Direct Instruction	10 Minutes
Becoming the Boss	<p>State: "What a manager does, and what a non-manager thinks they do can be quite different. There are a lot of myths about management. Let's take a look at a few of them."</p> <p>Show Participants "Becoming the Boss" by Linda A. Hill from the Harvard Review.</p> <p>Participants read through the table of myths and realities.</p>	Group Discussion	5

	Participants share their thoughts on the myths and realities.		
The new Manager's First Team Meeting	<p>Show Participants "The New Leader's First Team Meeting."</p> <p>https://www.youtube.com/watch?v=HYTdyg0yyaw</p> <p>Ask participants for their thoughts on the video.</p>	Multimedia, Group Discussion	10 minutes
Action Plan for the first 30, 60, and 90 Days	<p>Verify participants have the 30-60-90 Plan Template. Ask them to have it readily available as you go through the PowerPoint.</p> <p>Show participants the 30-60-90 Day PowerPoint</p> <p>Participants complete 30-60-90 Day Plan individually.</p>	Direct Instruction, Self-reflection & Participants Create Plan individually	60 Minutes