

Lesley Sears Kick Start New Managers Development

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By Lesley Sears

Lesley Sears 00:15

Today we're going to talk about new managers, which is one of the areas that I tend to see is a is a most underdeveloped area.

Lesley Sears 00:25

I have a lot of people that are concerned about the management skills within their credit union... do, which is not uncommon. It's a, it's a very common problem, it's a very common challenge, because I think it's not necessarily a part, often it's not a part of the bigger development plan.

Lesley Sears 00:47

But if you think about it, managers are usually promoted out of individual contributors. So they've, they functioned as an individual contributor, maybe for a long time. And their numbers are great. They're super successful within within that individual contributor role. So as a as a sign of success, right, as a way to reward them, they're moved into a management role. Without any training they have, they've never done management, they've never been in the position to think of all the areas that management entails. But they're promoted. And the training may not even come once they've stepped into the role.

Lesley Sears 01:33

And I want you to think a little bit about all of the responsibilities, the different diverse responsibilities that come along with a management role. They have to worry about budgets; they have to worry about materials, right, the operations part of the credit union; they have to think about the technology; that they're utilizing the assets within the credit union; the systems and processes; and then the people, which is what we generally think of when we think of management. But that's a huge undertaking, a huge thing to think about.

Lesley Sears 02:08

Another interesting survey that recently has come out is from this year, and it's a research report that covers the top skills desired for career advancement. So this is this was a study done with 1,000 people. So it was a good size, it was a good size group. And of those 1,000 people, the No. 1 desired skill for career advancement, was people management. So people management was overlooked 40% of the time, they tend to be underdeveloped; they tend to step into a role, be promoted into a role and then never really be developed for the role. Second was leadership. Third was time management. So great list of potential future career development, things to think of for your credit union.

Lesley Sears 03:06

So when you're thinking of ways of how you can begin to develop your management team, think about training, right? Just direct management training, what does that look like? How can we incorporate that into our development plan?

Lesley Sears 03:24

Assignments are another great way to begin to develop not only new managers, but maybe those high potentials. Right? If you have someone on your team that you know, for sure, you're probably going to move them into a management role, begin to think about some of the assignments you can give them. They say 70% of what we learn in a career is through assignments. It's through the things that we do on the job.

Lesley Sears 03:50

So think about that, begin to think about individual development plans. So for your managers, what types of expectations do you have for them? What types of development? Would you like for them to undertake and include that in an individual individual development plan or IDP? So you know, so they know. So it's clear what that development will look like.

Lesley Sears 04:15

Also coaching, having a structured coaching project or program is important within a within a credit union in general. But really, for those managers coaching can be the difference between success and failure.

Lesley Sears 04:32

And then kind of tightly tied to that is the mentorship. If you can have a mentorship program where the it's just a regular touch in managers will learn quicker when there's easy quick feedback, right? So if something gets sideways where they don't do something quite right, that instant feedback which a mentor can do is important and if they have a win, celebrate with them. That's an important piece of that mentorship element, as you're thinking of the development, and then just kind of a, an interesting thing to think of when a manager steps in to that management role. They step out of the individual contributor role, and all of the things that they've known for their entire time that they've been with you potentially.

Lesley Sears 05:23

There are some very specific what we call flips, there are six flips, that a manager needs to step into. No. 1 is mindset. They need to flip their mindset from an individual contributor into a management mindset. They need to flip their skill set, they need to be able to be developed into new skills. And I would ask, do you know, as a credit union, do you know, your management success skills? What that looks like? What do successful managers in your credit union do really, really well, and develop to that? No. 3 is relationships; they need to flip those relationships. They need to flip the way the relationships occur, which is hard. That's one of the hardest pieces because they've been a team member of this individual contributor group. And now they're stepping into a management role. They need to flip their do-it-all attitude. They can't; they have to be able to delegate and understand how to delegate. They need to change their perspective, right? They need to flip their perspective away from individual

contributor and toward management. And then they need to flip their focus. They need to flip the focus on time management, how they spend their time, what they what they work on, with the tasks look like. And identifying often those skills that make up a successful manager will help them identify where the focus needs to shift. So those are kind of the six flips that we look at and we develop toward here at CUES Consulting.

Lesley Sears 07:08

Thanks so much for listening today, and I hope this video will be helpful for you during your management development journey.