

## November HR-Xchange Summary

### Who's Coaching Your Rookie Managers?

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#### Introduction

- Participants we were asked to take a moment and think about how long it takes for a new manager in a company to hit the “breakeven” point, the moment when they have contributed as much value as they have consumed.
  - How many of you would say it takes 3 months? 6 months? 9 months to a year? Over a year?
  - “The First 90 Days,” by Michael Watkins references a survey of 210 CEO’s and Presidents who estimated breakeven point for a typical mid-level manager to be 6.2 months.
  - Additionally, most companies don’t provide a great deal of resources to help new managers transition to their new role
  
- At CareSource, we launched a new program in April in which all new Managers and Directors are provided a coach for the first 3 – 6 months; it is for individuals hired from the outside or promoted from within, and we have had 20 individuals participate to date.
  
- To explore how you might utilize coaching to support your new managers as well as what you believe the key elements of such a program might be, let’s clarify what coaching is and isn’t:
  - Coaching is not Consulting: Consulting is solution-oriented and focused on giving advice
  - Coaching is not Training: Training is focused on transferring knowledge and skill
  - Coaching is not Counseling: Counseling is focused on the past and “healing”
  - Coaching is not Mentoring: Mentoring involves a more “seasoned” employee sharing direct life lessons and giving advice
  - Coaching: Is action-oriented and focused on the present and future; not about telling the client what they should do

Small Group Discussion focused on these questions; each is followed by the groups’ responses:

What challenges do your new managers face?

- First time manager
- Managing former peers
- Time Management/Work-Life Balance
- Managing conflict and providing feedback on non-performance
- Adjusting to new culture

- How could coaching address these challenges?
  - Design time management strategies
  - Talk through feedback conversations to be held with staff
  - Formulate vision/strategy
  - Clarifying expectations
  - Establishing appropriate boundaries
  
- What do you think are the key elements to a successful coaching program?
  - Senior Management support
  - Confidentiality
  - No “judgment”
  - No “telling”
  - Qualified coaches
  - Clear goals and processes
    - Agreement Form
    - Focus Form
    - About the Coachee/Goals
    - Evaluation Formats
  
- Resources:
  - **The First 90 Days**: Critical Success Strategies for New Leaders at All Levels, by Michael Watkins
  - ***“Getting in Early: The Importance of Personal On-Boarding,”*** article in *Chief Learning Officer*, by Patrick Sweeney