Thank you for tuning in to the management game

“The podcast for managers who don't know what the hell they're doing”

**Greeting and Introduction**

**Vikki:** We're your hosts Vikki Brown and Suzanne Ferris and this is episode one. In this episode we'll tell you a little bit about ourselves and our concept for the show. Thanks for stopping by. So, let us tell you a little bit about ourselves

**Suzanne:** Hi everyone, I’m Suzanne Ferris and have recently joined V.A. Brown Consulting. I bring about 30 years of managing people experience and the last 17 years I have been associated with Stanford university as an associate vice president of Han Resources.

**Vikki:** And I’m Vikki brown of V.A. Brown Consulting. I’ve spent my entire working career in management positions usually starting from the ground up so I have not only the manager's perspective but hopefully can offer the viewpoint of a direct report. My career spans the military (enlisted and officer), retai, city government and private industry. Suzanne and I are hoping our decades of successes and failures helps you achieve the confident competence to succeed, whether you're a rookie just getting to the show or a seasoned veteran who has been in the game a while. So, let's get started.

**Vikki:** So, Suzanne and I started the idea for this podcast based on some conversations we would have in the mornings over coffee. I think that was it was pretty fun. We'd be driving along and just start talking about management concepts and I don't know what do you think?

**Suzanne:** I agree organic, just sharing some best practices and some things we've experienced around being managers.

**Vikki:** Well what was what was really fun about that is you know I came from being a public servant with city government and having retired from the military and worked retail and you got some retail background and then went into the HR route, so we've got these different avenues of management that we we've all e we both experienced and just thought it'd be kind of fun to share it with uh different people working in the management consulting business and as an HR professional. So, let's see what we got here.

**The Show**

Today we want to talk about what happens when you first get promoted to being a manager and we're calling this management 101. So, here's the hypothetical Sue. You're at work one day, you're an individual contributor and you've applied for management job and lo and behold you're now the boss. What's that kind of like? what have you seen?

**Suzanne:** Sure, well on top of it being a bit scary to take on your first management job, the whole concept of becoming a manager from being an individual contributor to a manager, it feels like the moment you get that title now you're supposed to know what you're supposed to do.

**Vikki:** Right when you've really got that deer in the headlights look.

**Suzanne:** Exactly I have never worked for a place that actually had good management orientation, good management training to move you from that place.

**Vikki:** So, you're kind of talking about the basics of not just, this is what the company's about, but this is how your life is going to change?

**Suzanne:** And how everything changes. Your perspective, your point of view, your responsibilities, how you treat people differently from being their peer to being their manager.

**Vikki:** And that's a hard one.

**Suzanne:** Yeah, and how communication is different. I mean everything changes and what I have observed is more often than not because of lack of training and a good orientation, people defer to the last manager that they had. And they follow that pattern. So, if that was a poor manager, *they* become a poor manager if it was a good manager, *they* become a good manager.

**Vikki:** So, if you're now becoming the boss of your same peer group -so you you've become - you've replaced the person that was your boss and that's your example, yeah, you're gonna fall into those bad habits. You're gonna fall into those good habits you're gonna take away…

**Suzanne:** Well that's your model

**Vikki:** That's your model that's your most recent model

**Suzanne:** Your most recent model and very often you know, in following that model a person either stays a member of the team and kind of takes on this persona of “I’m still the same guy, I’m just now the manager but we're still just a team”.

**Vikki:** And “I’m your friend, I’m still your friend still your friend. We're still gonna do lunch. We're still gonna have coffee.

**Suzanne:** Or they go to the other extreme and overnight they become the dictator. “You will do what I say”. And they get the wagging finger and the whole persona of “I’m in charge. I’m going to tell you what to do”, and both extremes don't work.

**Vikki:** Now I, one of the things that I found kind of interesting is when people know that I have a military background and their concept of management is in the military you just give orders. And they don't see that collaborative portion of it where a lot of times it's about talking to people, getting consensus, and so they feel like they have to follow – “I’m going to tell you what to do you do it, you do what I say and everything will be fine. Even though I don't have a clue, I’m supposed to show you that I know everything when I don't know anything. And it's a scary place to be for new managers.

**Suzanne:** It is a very scary place to be and you know and even taking a step back Vikki and thinking about what is it that you do on a day-to-day basis changes. And no one tells you this, but you were probably promoted from an individual contributor to a manager because you were a great individual contributor.

**Vikki:** Right

**Suzanne:** And you were spectacular at that job. Well do you continue to just do that job as an individual contributor and then sign the timecards of the rest of the people on your team? Or do you let go of being that individual contributor and start being a manager, whatever that is? And in most cases, it's some kind of a blend between those two things but you know the ideal manager that was a great individual contributor helps others become as great as they were. You coach, and you teach, and you demonstrate some of the things that you did as a great individual contributor to the rest of the team.

**Vikki:** But how do you - that's really interesting, so now you're the manager and you're tasked with fostering this group and bringing their skills to light. but if you don't know how to do that, if you've not been taught how to do that, where do you where do you go? Where do you start?

**Suzanne:**  Where do you start? And how do you get the people who yesterday were your peers to listen to you even if you have something remarkable to say? Because you're just one of them. How can you now be some supposed expert in your field and any kind of an authority figure?

**Vikki:** The other thing is I think they also - your peers that are now in your direct reports -, expect you to perform the same functions that you did as a direct report. I’ve had staff members that if I would come in and relieve them for duty, thought that my job was to take over their job with none of my own work to do.

**Suzanne:**  Right and the reality is you probably have your own individual contributor work to do *plus* your management work to do at least until you can replace yourself, if that's an option. Yeah in the, in the long term . So, that this whole concept of - and I really do believe it's the art of management not the science of management there are so many nuances to managing people

**Vikki:** That's what makes it fun.

**Suzanne:** Yeah it also makes it scary because there's not a specific protocol to follow. It's a lot of “by the seat of your pants” kind of stuff but that's why that is so critical, this teaching and mentoring, around the art of management- because to make that transition from individual contributor to manager is a huge step and one that is rarely explained.

**Closing**

**Vikki:** Great so that's some of the stuff we're going to talk about in upcoming episodes. Next week, we’ll talk about the number one attribute a manager must have for success, self-awareness. Thanks for checking us out and if you like what you’ve heard, please don’t’ forget to subscribe and tell your friends. I’m Vikki brown.

**Suzanne:** I’m Suzanne Ferris

**Vikki:** And you have just listened to the management game.