

THE 27 CHALLENGES MANAGERS FACE

Key Takeaways



Lesson 3 Taking Over the Leadership of an Existing Team as an Outsider

As a manager who is new to a team, you must start high-structure, high-substance one-on-ones right away:

1. Figure out who is who on the team. Start building relationships!
2. Develop an understanding about how you and your team fit into the organization.
3. Get up to speed on the actual work YOU will be doing.
4. Identify mentors within the organization and schedule one-on-ones with them. Don't forget to include your boss!
5. Explain your high-structure, high-substance management style to your boss.
6. Explain your leadership style to your team and start scheduling your one-on-ones.
7. Start executing your one-on-one meeting plan.
8. Get up-to-speed on the projects, tasks, and responsibilities of each team member.

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If you are new to the organization, get up to speed as quickly as possible. Don't wait for your employer to teach you everything you need to know. Start looking for resources you can use to teach yourself:

- The organization's big picture: Its vision, mission, values, and culture.
- Broad performance standards and workplace expectations.
- Company systems, practices, and procedures.

At your first team meetings:

1. Bring good news.
2. Start exploring what should or should not change about how the team operates.
3. Identify team priorities.

Start high-structure, high-substance one-on-ones right away. Meet more frequently at first and adjust as appropriate. Never put them on the back burner.