

# Business Sculptors

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## Learning Byte 246 When a New Manager Takes Charge



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# When a New Manager Takes Charge

***Managers who take the helm of new businesses or large divisions must go through predictable stages before they've truly mastered the job.***

## THE NEW MANAGER TAKES CHARGE

Here are the need-to-know points if you are a manager in the process of taking charge:

### There are 5 main steps in the process of taking charge as a new manager

- 1. Taking Hold** - Orientation and evaluation, corrective actions
  - Develop an understanding of the new situation
  - Take corrective actions
  - Develop a set of priorities and expectations with key subordinates
  - Establish effective working relationships
  - How quickly does one act on apparent problems?
    - Too quickly - may make poor decisions as a result of inadequate knowledge or information
    - Too slowly - May lose the advantages of this period which could result in a loss of credibility and will lose valuable time
- 2. Immersion** - fine-grained, exploratory learning and managing the business
  - Develop a better understanding of the new situation and people
  - Assess consequences of taking-hold period actions
  - Reassess priorities
  - Handle questions and problems concerning key personnel
  - Revise your initial set of priorities
  - Prepare for reshaping actions
- 3. Reshaping** - acting on the revised concept
  - Reconfigure the organization based on your better understanding of it
  - Deal with underlying problems and residual causes
  - Be aware of unanticipated problems that emerge as a result of the second set of changes
- 4. Consolidation** - evaluative learning, follow-through and corrective action
  - Follow-through on reshaping
  - Deal with any unanticipated problem that arose during re-shaping
  - Remain open to new developments

## 5. **Refinement** - refining operations, looking for new opportunities

- Refine your operations and look for new opportunities.

### **Industry Insider or Outsider**

Managers who are industry insiders (i.e. they have experience in the industry) generally complete the taking charge process faster than those who are outsiders

### **Interpersonal Factors**

- Almost always arise
- Deal with them as quickly and efficiently as possible
- Make your mandates as specific and explicit as possible.
- Keep superiors informed. Discuss with them changes they are proposing in detail, particularly during the early taking-charge stages.

This is a précis of an article written by **John J. Gabarro** (UPS Foundation Professor of Human Resource Management in Organizational Behavior at Harvard Business School in Boston) for the Harvard Business Review - January 2007

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