

Becoming a manager is a process – on a certain day you get notification, on another day the event -- a new office, new colleagues. And you begin to learn what being a manager means! For some this involves corporate indoctrination [training], or a college course, or reading a book, or going online, talking to friends – whatever. But it is not an event, it is a process which goes from stage to stage, each stage requiring a transition in your thinking and behavior.

Contrary to the academic assumption, all of us do this in our transition from single to coupled to engaged to married to parenthood.

**LIFE & CAREER THE SAME**



- **IT IS ALL ABOUT TRANSITIONS, RECOGNIZING THEM, MASTERY OF THEM, AND MOVING ON TO THE NEXT ONE**

You start with completing your degree:

## YOU GRADUATE:



- College is over
- Time for a job
- Time to get serious
- Time to get own apartment
- You owe for student loans

Time to enter the real world [and graduate school is not it!]

## YOU GET A JOB

- Want to do well
- Want to use “talents”
- Want to “stand out”
- Want to be “recognized”



We call this being an “individual performer” and it means that you are competing with others to get recognized, to “move up,” The focus is on your ability to so perform what is expected of you that you “stand out”, that is, are in consideration for bigger and better assignments.

## YOU MEET “SOMEONE”



- On FACEBOOK it is called “in a relationship.”
- Which means you no longer “are free”

In your personal life, provided you have one, you meet that “special one.”

## YOU BECOME A “COUPLE”

- You share an apartment
- You call each other 5 times a day
- You do not date or “check out” other people
- You learn to live with one another
- OR?



“You” or “I” becomes “we” or “us” Hopefully!

## GOOD ENDING/BAD ENDING



Only two outcomes, the process leads to marriage OR the process leads to a breakup and “moving on.”

## TRANSITIONS

- **To go from single to**
- **In a relationship**
- **To couple**
- **To married**
- **Involves a series of transitions, which are easy for some, difficult for others, impossible for a few**



We call this process a series of transitions – also referred to as learning. If you learn you transition, if you do not learn – stuck or moving backward.

## TRANSITIONS:



- Self focused “I”
- To “we” focus
- Each person must make changes in their life to satisfy the other
- If so, move on
- If not, move out



## THEN IT GETS ‘SERIOUS’

- PARENTHOOD
- YOU ARE RESPONSIBLE FOR ANOTHER
- YOUR NEEDS DIMINISH AS THE NEEDS OF THE NEW BORN EMERGE



Now it really does get serious!

## AND MORE 'SERIOUS'

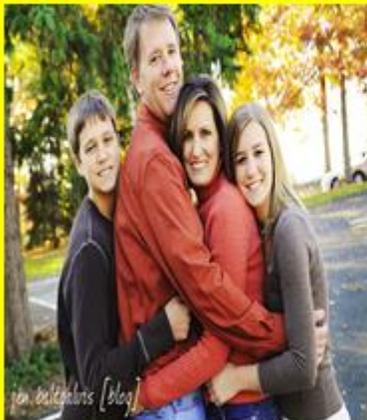


- YOU HAVE YOUR 'CAREER'
- YOU HAVE YOUR PARTNER
- YOU HAVE YOUR KIDS
- YOU HAVE YOUR MORTGAGE
- AND 'WE' REPLACES "I"

It is called parenthood, it is called family, it is a transition that takes place overtime **IN A RELATIONSHIP.**

## TRANSITIONS:

• GOOD OUTCOMES:



• BAD OUTCOMES:



For many the result is a happy family life, for others, split-up, divorce.

## TRANSITIONS:

- SINGLE
- “IN A RELATIONSHIP”
- COUPLED
- MARRIED
- PARENTHOOD
- IT IS A ‘PATH’
- IT INVOLVES ‘LEARNING’
- IT INVOLVES LESS FOCUS ON SELF AND MORE FOCUS ON ANOTHER, THE OTHERS
- AND ‘IT IS HARD’

You see the process, the path, going from one stage to the next; learning from the other what is expected and negotiating the path.

## WORK IS THE SAME:



- INDIVIDUAL PERFORMER
- SUPERVISOR
- MANAGER
- SENIOR EXECUTIVE

So here is the big jump, the leap – just as you transition from single to family, so, at work, you transition from doing a job by yourself to being “over” others.

## SOLO PERFORMER

- **STAND OUT**
- **DELIVER RESULTS**
- **LEARN TO 'FIT IN'**
- **COOPERATE YET COMPETE**
- **MAKE VOICE HEARD**
- **YOU AND 'THE BOSS'**



Where you start after college – being assigned a task and having to accomplish it AND get yourself noticed, and getting recognized ALL THE WHILE others are competing with you for the same attention.

## NEW SUPERVISOR



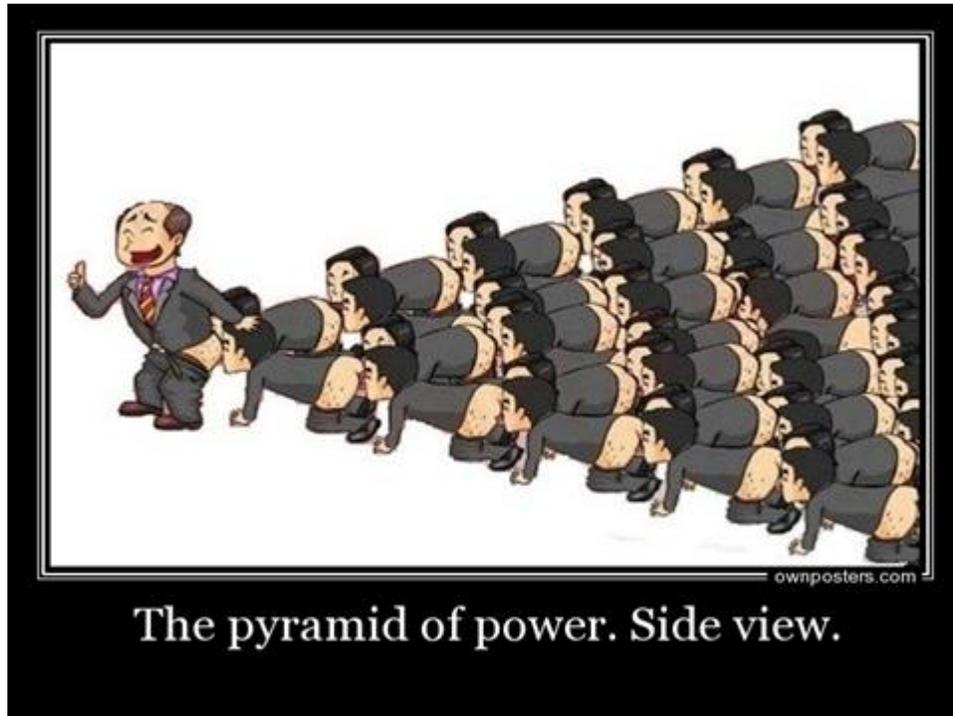
- **1-2 PEOPLE REPORT TO YOU**
- **YET YOU STILL HAVE YOUR 'WORK'**
- **YOU HAVE TO "COACH" THEM**
- **YOU HAVE TO DEPEND ON THEM FOR YOUR RESULTS**

Divided attention – you have your work to do – and one or two people you supervise, who make a demand on your time, and you are split from focusing on your part to focusing on their part.



This is the major decision point in your personal path as a manager – do you simply serve as a messenger from the top, to deliver messages from “on high,” or do you actually listen to and act on what your subordinates are saying? Or both? Or neither?

Two possible outcomes:



OR



The Zappo's workplace -- employee freedom.



This is what happens – a series of transitions from one stage to to another, taking place over time, involving learning, involving a series of personal relationships.

**MISTAKES:  
CAN TEACH YOU SOMETHING  
IF YOU SURVIVE**



It is not an idea, it is not a multiple-choice exam, it is not an essay -- and the critical key is not doing something new, it is to stop doing something old.

**EXAMPLE:**

- **SOLO PERFORMER INTERRUPTED BY COLLEAGUE**



- **SUPERVISOR AS 'LISTENER'**



As an individual performer, I have my job to do; as a supervisor I have to listen. As a single guy I want to watch "the game," as a couple I go "shopping," as a parent I want to read the paper, but my child

wants my attention. These are choice points! They involve learning! They take time to master! Some don't.

## EXAMPLE:

**SOLO PERFORMER**

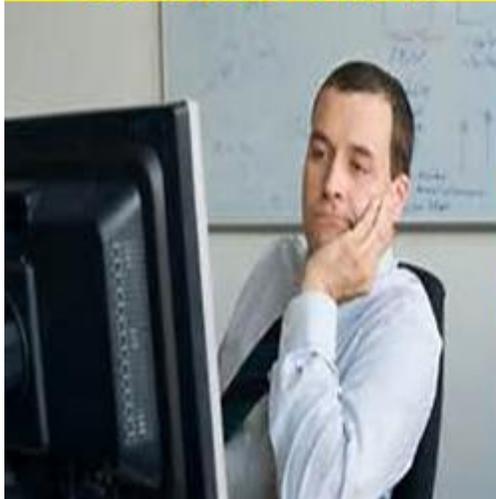


**SUPERVISOR**



## EXAMPLE:

**SOLO PERFORMER**



**SUPERVISOR**



## TRANSITIONS

IN LIFE, WE  
TRANSITION  
FROM SINGLE  
TO COUPLED  
TO MARRIED  
TO  
PARENTING

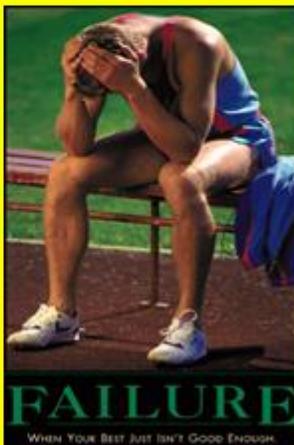
AT WORK WE  
TRANSITION  
FROM SOLO  
PERFORMER  
TO  
SUPERVISOR  
TO MANAGER  
TO SENIOR  
EXECUTIVE

## TRANSITIONS:

THOSE WHO GET IT  
“RIGHT” MOVE AHEAD



THOSE WHO GET IT  
“WRONG” GET STUCK



For many, they learn, they transition, their personal life blossoms, their work life is fulfilled. Others, for personal reasons, for timing reasons CANNOT OR DO NOT MAKE THE TRANSITION and there are consequences. Immediate and long-term.

The function of the transitions metaphor is to suggest that becoming a boss involves a process, a series of steps, a series of relationships to be mastered, a progression that takes us out of ourselves on to the bigger stage.

### THE CEO

In my early career while working at a Catholic parish in the Midwest I met a hi-level executive in finance and we become friends. Later, as a graduate student, I traveled to Florida and met the same man, now a senior vice-president at the same company. Later in my graduate program he moved to Cleveland to become President of a still larger company. On one particular day, enjoying steaks and drinks in his backyard, he told me he had had a rough week. The CEO who had bought him into the company had just been fired by the board and was phoning him for support. At the same time he had to inform 20 senior managers across the company of what had happened. And, at the same time, he had to think about his future, this company, the new “outside” CEO and the children he had to put through college. Transitions!

**CRITIQUE:** some will “nitpick” and ask, “how can you compare a relationship based on love, caring, warmth, sensuality, sexuality to a role relationship, power relationship, bureaucratic relationship, hierarchical relationship?” It would, on the surface, appear absurd. But let us go deeper. The main elements of the metaphor are:

- It involves a **process**, -- moving from one stage to another.
- It is **personal**, the whole of yourself is involved – brain, emotions, personality.
- It involves **learning**, -- letting go of some things from your past and slowly gaining mastery of new things.
- **Success** is not guaranteed – some make it, many do not.
- It is a **relationship** between you and another, you and others and in the relationship both sides contribute to the outcome.
- It is **continuous**, that is, it does not stop, it moves from stage to stage, one stage morphs into the next.

**TRANSITIONS is the key metaphor for understanding how you become a manager.**