

Becoming a manager involves different phases, different stages, different roles, and skills -- transitions, new learnings, letting go of the past, mastery of the new. Often, getting rid of old things is the precursor to learning the new.

Your three career phases are:

- **Acquisition:** the phase where you get experience, watch others, read books, take classes, make decisions about your career, learn the basics
- **Performance:** you have acquired the skills, you now grow them through a series of experiences and expanding competency, you “move up the ladder” and acquire a reputation for performance
- **Mentor:** at some point you go as far as you are going to go, you are an experienced professional yet you now want to share with a few what you have learned and how to go about it. You seek out younger talent to share your experiences and insight.

Your career stages:

- **Individual performer**
  - Get the job done
  - Acquire a reputation
  - Get noticed
  - Outperform your competitors
  - Teamwork as required
- **Supervisor:**
  - Still have individual duties to perform
  - 2-3 direct reports
  - Manage their work
  - Provide feedback
  - Establish a group culture
- **Manager:**
  - Few task activities
  - Many direct reports and sub-reports
  - Establish direction
  - Provide feedback
  - Establish workplace culture
  - Committee work with other seniors

Each of these requires learning. There are transitions from one stage to another [**see Transitions Power Points**]. A transition requires dropping some old competencies and learning new ones, slowly, over time. Some master and move upward! Some do not!



**FAILURE,  
IF YOU DO NOT SUCCEED,  
PERHAPS YOU SHOULD GIVE UP**