

## Leadership Coaching

As an HR professional, you work with many managers and supervisors as they strive to meet their daily challenges. Here are a few tips you can share with them to help them be successful in their new role.

- 1. Go with your strengths.** Don't try to fill the shoes of the previous supervisor or imitate leaders you read about in books. Take what you learn from your readings and observations and incorporate those things into your own personal style.
- 2. Reassure as appropriate.** Let folks know that your first objective is to become familiar with and preserve the effectiveness of what they have built and to understand their needs rather than making changes for "change's sake."
- 3. Observe and listen.** Observe the patterns around the worksite. Ask questions to get at the heart of workers' concerns such as what they hope you'll do, what they're afraid you'll do, what's working in their eyes and what isn't. Listen and record what they say. Ask questions if you don't understand what they mean.
- 4. Be visible.** There is so much work to be done that it's tempting to stay behind closed doors to get it all done. Be sure to circulate among the staff, inviting them to talk. Find ways to get to know each of them as individuals.
- 5. Communicate.** When it comes to a new supervisor, people have lots of fears and ideas about what you intend or what you mean when you speak. Over-communicate your intentions and information you want staff to hear. Encourage them to ask for clarification when they're not sure what you mean or feel they don't have enough information.
- 6. Be a role model.** One of the best ways to inspire others to contribute their best efforts is for them to see you doing so. Model a strong work ethic, good communication, teamwork and a positive attitude.
- 7. Allow yourself to delegate.** One of the biggest challenges to a new supervisor is to let go of doing all the work that needs to be done. Management takes time – time for thinking, planning, learning and being with staff. The only way to get everything done is to delegate. This is hard and will take more time initially but will pay big dividends.
- 8. Set Boundaries.** Your role as supervisor is much like that of a parent in that you will seek to help people develop, grow and be better employees. It is hard to provide solid guidance to a staff member if you become concerned about hurting your friendship. Set comfortable boundaries for yourself and your staff.
- 9. Set goals.** There are always projects that need to be completed, people that need attention, articles that need to be read, etc. In short, there will always be more to do than can be done. It is important to set clear goals about what you plan to achieve and to share them with your boss so both of you are clear about what defines success.
- 10. Use resources for assistance.** There are many resources available to assist managers at all levels. Many organizations offer training or mentor programs. Most have HR professionals who are knowledgeable about available resources.

You can always turn to First Sun EAP for **free, confidential consultation about management issues**. First Sun also offers **Leadership Coaching packages** which can be employer-sponsored or self-pay for managers who wish to receive individualized attention to help them reach their career goals. Call us toll free at **800-968-8143** or at **803-376-2668** in the Columbia area to find out more.