

## Supporting through transition at work

I have often come across people in my career, who have been fabulous at what they do. They work hard, gain great results, are admired by many and just simply stand out in the workplace.

Then one day, they're promoted. Wow! That's fabulous! Everyone supports their promotion. Why not, they deserved it.

The time comes and they step into their new role. They have a brief handover, and away they go. At first everyone is patient with them, but as time rolls on, the patience diminishes. Tolerance wanes. Suddenly they're not so fabulous anymore. They're making so many mistakes. Their personality seems to have changed and they're just no fun anymore!

What's happened?

Transitional management (moving someone into a new role) can be incredibly challenging. When people move into new roles, particularly when promoted, they often need a great deal of support. One frequent mistake is assuming that they know what they're getting into. So often we believe that because someone is great at their job, and get along so well with their colleagues, that they will be natural leaders or managers! Is it not a little presumptuous to expect this when they may not have had any training in management or leadership?

A very common observation is that the person who has been promoted suddenly appears to have a personality makeover. They seem to come across as the local 'know-it-all' and end up ostracising themselves. Their 'behaviour' changes. In many cases, they just don't know 'how' they're supposed to behave. They're suddenly feeling very important. And why not; they have been told that they are 'very good' at what they do.... so good in fact, that they have been promoted.

Preparing people for transition can be vital for a successful outcome. Buddy them up with an experienced colleague so they can feel comfortable asking for advice and watching for appropriate behaviours. Or set them up with a mentor or coach so they can monitor their own progress and feel supported in this new venture. Make sure they have the appropriate training provided to help them succeed and achieve results. Achieving results early will help them gain confidence and security.

Reviewing their work and progress regularly will provide ongoing support too. It can take a while to settle comfortably into a new role. Most importantly, is the example set by their own Manager. Leading by example and always ensuring to walk-the-talk. Following through with what they say they will do, will always be a positive influence on new leaders or managers.