



**NEW MANAGER
ASSIMILATION:**
*Setting New Managers
Up to Succeed*

Note: *This communication provides general information about human resources and employment practices issues. It is not a legal opinion or legal advice. Readers should confer with appropriate legal counsel for their particular situations.*

A new manager entering a group creates increased pressures and stresses on employees and the organization. Employees and the manager alike may be uncertain about change, task demands, roles and expectations. And a “sink or swim” approach can have tremendous negative impact on the organization, resulting in reduced performance, increased conflict, absenteeism, and higher turnover.

To help new managers and employees build a good foundation – and reduce the pressures and stresses on the organization – you should consider designing a systematic new manager assimilation process. The process compresses the time required for a new manager and employees to function effectively together by directly addressing concerns about expectations, work styles, and priorities.

An effective new manager assimilation process includes the following steps:

- Employees meet as a group and list any questions or concerns they have about the new manager. Typical questions include: background, work style, expectations, likes and dislikes;
- The new manager meets with the group and responds to the questions as candidly as possible;
- The new manager openly shares concerns and questions he/she has about working with the group; and
- The group and the manager share expectations about key priorities, work processes, decision-making, conflict, roles, etc.

Keep in mind that in addition to initiating the new manager assimilation process, it is critical that the new manager spend a lot of one-on-one time with employees in the early stages of the relationship to manage uncertainty.

BottomLine

A well designed and executed new manager assimilation process helps the new manager and employees remove initial barriers to working together by providing clarity about expectations, style, values and priorities. By investing time up front to address questions and concerns, you'll save time and resources and reduce the pressures and negative stresses on the organization.

If you would like more information about this or other human resources and employment practices issues, please contact Praxis HR via email at info@praxis.com by phone at 206.262.8133 or visit our website at www.praxishr.com.