

New Supervisors & Managers 30-60-90 Day Tip Sheet

30 Days	60 Days	90 Days
<ul style="list-style-type: none"> • Have an introductory meeting with your team. Be professional. First impressions matter. • Get to know everyone on the team informally beyond their names and responsibilities. • Clarify and communicate the vision, goals and expectations of the team. • Help your team understand how you approach problems. • Understand the procedures and systems in your department. • Ask “Why do we do it this way?” - tap into old thinking. • Ask questions about roles and responsibilities – are they clear and understood by each team member? • Have regular 1:1 and team meetings. • Connect with people regularly (in person when possible) to understand the day-to-day. • Ask questions and listen for feedback. • Take employees needs seriously and execute on employee requests whenever possible. • Be consistent and follow-up on things you start. • Listen more, speak less. • Look for coaching opportunities as part of ongoing conversations. • Model the behavior you want to see. • Display and reinforce respect. • Invest in your development – read, get a mentor or coach and network with other leaders • Participate in RIT-specific training events. Take online training related to communication, coaching and diversity and inclusion. Network with other leaders. 	<ul style="list-style-type: none"> • Solve a simple problem that will improve things for your team. Get a “quick win” that benefits all. • Get to know your boss. Find out where your limits start and end. Understand what you can do and tell your boss, what you can do and tell your boss later and what you need to tell your boss immediately. • Identify your stakeholders. Ask “What do you expect from me and the department?” • Build a relationship with your team. Tell them what others expect from them and see if they agree or disagree. Create alignment. • Dissect and understand processes and policies – talk to people to understand how things happen and why processes and policies are in place so you can help your employees follow them. • Review past performance and problems. Consider meeting with your predecessor or with impartial colleagues with a veteran perspective. • Resist the temptation to create change. Take time to evaluate all options first. • Make a list of “to do’s” and prioritize it. Ask for insight about the list. Does it really need doing? • Understand the financial engine of the institution. • Learn everything you can about the various departments and resources within the institution (see the New Supervisor’s & Manager’s Checklist). • Learn about higher education and keep learning. Read industry websites and news to keep current (e.g. <i>The Chronicle of Higher Education</i>). 	<ul style="list-style-type: none"> • Establish your manager’s, team and 1:1 meeting cadence for month 4 and beyond. • Shift your mindset from doer to leader – what made you successful <i>before</i> you became a manager is not what will make you successful now. Your employees get things done and do them right. You set priorities, manage change and resolve problems. Don’t confuse the two. • Set up a 90 Day Outlook with your manager – share what you’ve learned, what you see, how you’ll approach things and what you’re planning to do. This is great way to reinforce what you’ve learned and to get any additional direction before putting plans into motion. • Create an Action Plan – even if just for yourself. As you get pulled into the turbulence of the day to day – having a written plan of what you intend to do will help remind you to get to these things – even if it’s not on your original timeline. • Remember: what’s important can sometimes take a backseat to what’s urgent. Continue to ask “Is this important even though it isn’t urgent?” If so, keep it on your radar. • Learn, learn and learn some more - read articles, watch eLearning videos, seek advice from a mentor or more experienced managers and take advantage of management and leadership development opportunities that improve your self-awareness, emotional intelligence and self-leadership capabilities.

References: What to Do in your First 90 days as a New Manager or Team Leader, The Growth Studio, 2016; 7 Things a New Manager Should do in the First 6 Months, HR Bartender, 2015; Best Tips for New Managers - 7 Tips Every New Manager Should Know, LinkedIn, 2016; 18 Things to do as a First Time Supervisor, The Manager’s Resource Handbook; 17 Things you must do in your First 60 Days as a New Leader, BA Pro Inc.