MODULE OVERVIEW

From peer to manager: Be open about what changes

Adaptive module | ~20 min

Internal promotion remains one of the main routes into management, and one of the riskiest: six out of ten new managers fail in their first two years, far more often for lack of support than lack of skill. This module goes beyond recommending appropriate boundaries: it gives the exact words to use in the conversation with a former colleague, and points out that the team, too, has a part to play in this transition.

LEARNING OBJECTIVES

01 State openly how your relationship with a former colleague has changed, while preserving respect and fairness toward the whole team.

02 Acknowledge to your team that a manager has a broader perspective than a team member, instead of acting as if nothing has changed.

03 Ask your team and your own manager openly for help in getting through the first months.

04 Lay the foundations for the first weeks: thirty days of observation, listening one-on-ones, and a symbolic gesture to mark the start.

WHO IT'S FOR

Managers newly promoted within their own team, and team members who see a colleague become their manager.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Transition from peer to manager, drawing on Linda Hill ("Becoming a Manager") and the Leadership Pipeline (Charan/Drotter/Noel)
- Observation before action, with about 30 days of listening one-on-ones, drawing on Michael Watkins ("The First 90 Days")
- An open conversation with a former colleague who is also a friend ("my position changes, the respect remains"), which also covers information that is now confidential – Afthonios method
- 3 one-on-one questions (what works / what holds things back / what you expect from me) – Afthonios method

SOURCES & REFERENCES

- Corporate Executive Board (now Gartner): about 60% of new managers fail or underperform in their first 24 months
- Chartered Management Institute and YouGov: 82% of UK managers have had no formal management training ("accidental managers")
- Michael Watkins, The First 90 Days
- SHRM, "Transitioning From Peer to Manager" (2024): doing the team's work yourself signals to team members that you lack confidence in their abilities

Module created by Afthonios.com.

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