



# I'm So Happy, Why Am I So Stressed?

## *The Ups and Downs of Promotion*

You're pleased about your promotion, but you find many of the aspects of the job stressful. You're motivated to build good relationships with your new boss and your staff, but don't know where to begin. With some help, you can take this stressful change and turn it into productive energy.

### How to Succeed

Work on acquiring the skills and information you'll need to succeed in this new position. Try to become clear on your exact responsibilities, level of authority and accountability. Develop a rapport with your colleagues and try to gain respect from your new staff.

Get comfortable with your job. Talk to your supervisor about job expectations. If you're new to the company, make a

good first impression by introducing yourself to key people. Make sure the secretary and the receptionist know who you are and can pronounce your name correctly. Try to learn names and titles quickly. Find a trustworthy staff member to talk to and learn more about departmental protocol.

Immediately hold a departmental meeting in order to introduce yourself and briefly explain your background, expectations, goals and management style. Meet with each employee individually to get a better understanding of his or her job, aspirations, skills and problems. Have each one bring to the meeting a list of what he or she perceives as the department's strengths and weaknesses.

After the individual meetings, plan a second departmental meeting. Share your positive ideas about the department, discuss the problems you perceive and talk about possible solutions. Reassure your staff that any changes will be well planned and that you'll be asking for their input.

Modify your management style to avoid major conflict in the beginning. What worked before may not be effective in this new position. Let people slowly get to know where you stand and what you value.

If you have been promoted over coworkers, share your job goals with them and find out how you can help with their goals. Expect formal reports from former coworkers rather than informal chats.

Be careful not to show favoritism. Restrain yourself from being overzealous with suggestions or criticisms with your colleagues until you have settled in. Respect their seniority, but expect to be treated as an equal.

## You and the New Boss

In an open-minded way, gather as much information as you can about your boss. Try to find out his or her personal and professional background. Quickly familiarize yourself with your superior's management style.

Be open to what's expected of you beyond the job description. At the first meeting, carefully follow the lead of your supervisor in order to discover your lines of authority and responsibility. Make sure your boss is aware of your capabilities and talents. That way, you'll have a better chance to be delegated desirable tasks.

If you want a certain assignment, offer to handle the task in order to show your capabilities. Make it clear that you'll look to your boss for final authority. Give your input but don't press for its acceptance. As you become confident with your authority, make your own decisions.

Learn your superior's strengths and limitations, then dovetail your talents to make a more effective team. Be careful not to threaten your boss's abilities. Try instead to show how you can enhance them.

## Where to Get Assistance

If your job is not going well in two or three months, seek help from your supervisor, personnel department or employee assistance program.