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**Leading the Charge When You're New On The Scene
Communication and Listening Skills Key To New Boss' Success
*Advice from Dale Carnegie Training***

New York, NY (May 2, 2005) – Whether it's a new Pope or a new boss, the change of regime can have far-reaching impact within an organization. As that new boss, the most difficult task is getting buy-in from workers who were there under a different regime. According to Peter Handal, President and CEO of Dale Carnegie Training, "Strong communication skills go a long way when walking into an established organization. Leaders need to strike a delicate balance between expressing their vision and getting input from the 'old guard' who might still married to the old ways."

Many people are brought in to "re-engineer" a division of a company with the specific mandate to bring innovation, positive change and ultimately greater profit to the department. Sure, you plan to bring on new people with a fresh perspective, but you must also maximize the talent of established employees and leverage their investment in the company. Adds Handal, "Any new leader's success hinges on participation from the existing team. As we know, people support a world which they help create."

Handal offers the following additional advice:

- Listen carefully and communicate clearly.
Coming in with a new vision can ruffle a few feathers. Even if there were significant problems to rectify, a new leader should keep an open mind and broach change with kid gloves. "Getting your point and ideas across without negating what has been done before takes an open mind, clear communication and, most importantly, strong listening and observation skills," adds Handal. "Make sure that people understand in what direction you plan to take the company by communicating it effectively in every way you can."
- Remember that talent is not the same thing as experience.
"Being brilliant at what you do does not mean you have the same perspective or insight as someone with more experience," says Handal. Make it clear that you want to learn from your new co-workers and head in a more positive, more productive direction with their help.
- Build relationships at the same time you evaluate what the situation is.
As the new guy, you will inevitably have to meet with your new team one-by-one in an attempt to properly evaluate the current state of affairs. Use this time to start building valuable relationships with your co-workers by doing more than asking questions about what they do, and asking questions about what they think, want and hope for. "The evaluation period can sometimes seem like an interrogation, but should be used as a bonding period as well," says Handal.

About Dale Carnegie Training

Dale Carnegie Training (www.dalecarnegie.com) is a global management training company with experts in corporate management, workplace issues and leadership trends. The company provides leadership, sales and management training to over 400 of the Fortune 500 companies, training over 7 million adults worldwide.

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