

Conflict Coaching for newly appointed Leaders

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In the current management debate, newly appointed leaders often receive the touch of panacea for optimal change processes. They are then supposed to get a department or perhaps even an entire company back on track like brilliant heroes. Such ideas usually turn out to be an illusion. Newcomers are often in a rather "miserable" situation, but at least in a paradoxical situation: they are supposed to "lead" precisely the people whose information or ideas they are highly dependent on in their early stages, i.e. influence them in the sense of an official organizational goal.

This is a paradox that a coach has to take into account. In principle, he has to prepare newly appointed leaders for the fact that they can not necessarily count on being greeted by all employees and colleagues as a "savior" when they take up their position. In most cases, they have to work out the informal legitimacy to fill their position, for example to convince employees that they are acceptable supervisors with whom they can cooperate well in the future. In addition, it often takes some effort to get colleagues on an equal footing worthy of being accepted into their "illustrious circle".

Newly appointed leaders have to pass numerous "tests", which in principle are linked to a greater or lesser potential for conflict. If they do not know how to

handle this, are flooded by him and, in the worst case, have to vacate her position, this usually entails high financial costs for the company and high human costs for the position holder. Therefore, to avoid unproductive complications, careful preparation and coaching of new leaders are recommended. The conflict potential to be considered can primarily be sorted according to three aspects:

(1) according to the type of recruitment of the new leader, that is, whether he rises within the system, comes from other parts of the company, or is fully engaged from outside,

(2) according to the specific situation of the predecessor, whether he has strongly influenced the system and / or how the exit took place,

(3) according to the specific organizational contract of the new leader, whether he was hired as an innovator, as a restructuring manager or as a merger manager.

After some guiding theoretical considerations, I would like to present these points of view with their respective conflict potential and the corresponding consulting strategies.