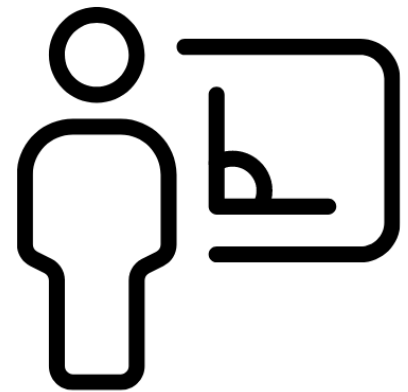


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



I think the best training a top manager can be engaged in is managing by example.

Carlos Ghosn

Module Two: Managers are Made, Not Born



While it may seem that management skills come naturally to some people, in reality management is a set of skills which can be learned. Perhaps the most important part of developing new managers is giving them opportunities to develop key management skills, empowering them to take charge of their professional development, and providing chances for them to apply what they have learned. Developing new managers is a continuous process.

Managers Must Be Developed



Asking an employee to make the transition from a non-managerial role to a managerial one without taking the time to develop their skills, is a recipe for failure. When new managers struggle, it is more often than not a result of underdevelopment, not lack of talent or potential. While some skills may come more easily to some people than others, managers must be developed. Even the most talented employee won't be successful if they are expected to jump into a managerial role unprepared. And new manager development has to start long before an employee is poised to step into a new job! Having a process in place to develop new managers and support them as they transition into their new roles ensures not only secures the success of individual managers, but of your organization as a whole.

Estimated Time	7 minutes
Topic Objective	Introduce the concept of developing managers
Topic Summary	How Do We Develop Managers? Discuss the concept of developing managers

Materials Required	Flipboard/chart and markers
Planning Checklist	None
Recommended Activity	As a group, discuss the ways in which managers can be developed. Brainstorm strategies that could be used to develop managers. List these on the board.
Stories to Share	Share any personal or relevant stories.
Delivery Tips	Invite individual participants to share their ideas/experiences.
Review Questions	What are some ways we develop managers?

Management Skills Can Be Learned



Successful management requires a complex, interconnected set of skills – time management, people management, interpersonal skills, and any industry-specific skills needed. It may seem that a good manager just *knows* what to do in any given situation, but like all other skills, management skills can be learned. Taking the time to gain a strong sense of what skills a manager needs to be successful at your organization can help you develop new managers as they come up through the ranks and transition into managerial roles. Knowing what skills are essential for successful management can also help you better plan professional development for employees with managerial aspirations, as well as evaluate the performance of those already in managerial roles.

Placing the emphasis on the fact that skills are learned, not automatic or inborn, is key when developing managers. Some employees with managerial potential may be reluctant to pursue such positions because they lack the skills and fear that they cannot acquire them. When working with new managers or those aspiring to management, continuously emphasize that even those aspects of management which seem to come “naturally” to good managers have been carefully cultivated.

Estimated Time	7 minutes
Topic Objective	Introduce the concept of learning management skills.
Topic Summary	Managerial Skills Discuss the concept of learning managerial skills.

Materials Required	Worksheet 1: Managerial skills
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share answers with the class if desired.
Stories to Share	Share any personal or relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What are some key skills that every manager must learn?

Managers Learn by Being Managed Well



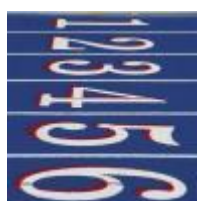
If you ask a successful manager where they learned the most about management, the answer is almost always the same: From a manager, or other boss, who was a good manager, mentor, or supervisor. Managers learn how to manage by being managed well themselves as they grow in their careers. (More than one manager has a story about what they learned from being managed badly, too!) When you develop managers at your organization, you don't just develop individual employees – you invest in those who will help develop the next generation of managers. Ensuring your current managers are skilled, and helping them to continuously improve, is an investment in future managers as well. Some traits of effective managers include

- Responsiveness
- Investment in employee development
- Personal accountability
- Speaking clearly and politely to colleagues, customers, and clients
- Holding one's self and one's employees to high standards

Estimated Time	7 minutes
Topic Objective	Explore traits of effective managers
Topic Summary	The Best Manager I Ever Had Explore traits of effective managers.
Materials Required	Flipboard/chart and markers
Planning Checklist	None

Recommended Activity	Have the class reflect on the best managers they have had in their careers. Discuss the traits or practices that made these managers so effective. List these on the board.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What are some traits of highly effective managers?

Create a Management Track



One of the most important things you can do to develop new managers is to create a clear path to a management position. Employees who have managerial aspirations or potential, should be given clear guidelines for how to attain such positions. Develop a management track that clearly lays out the skills, experiences, training, and professional development needed to qualify for management positions. When meeting with employees who wish to move into management, go over this path and create benchmarks. Also include details about how to access training or other professional development. When creating a management track, include key information such as:

- The key competencies needed for management
- The average expected years of work experience for managers
- Potential paths towards management through other positions
- The education requirements of managers

Estimated Time	7 minutes
Topic Objective	Introduce the concept of creating a management track
Topic Summary	Create a Management Track Consider ways in which we can create a clear management track.
Materials Required	Flipchart/board and marker
Planning Checklist	None
Recommended Activity	Have the class brainstorm ideas for what should be included when creating a clear management track.
Stories to Share	Share any personal, relevant stories.

Delivery Tips	Encourage everyone to participate.
Review Questions	How can we create a clear management track?

Practical Illustration



Serena had been working at her organization for five years. She consistently got high marks on her evaluations and was given increasing levels of responsibility. However, she was beginning to feel stuck. Her colleague Marsha asked why Serena didn't apply for a management position. "Oh, I just don't have what it takes. And I have no idea how to even start applying," Serena replied. Marsha told Serena to talk to her supervisor. "That's how I got my manager position. I thought I wasn't cut out for management, but when I talked to Ross about it, he showed me how my skills could be developed to be a good manager. He walked me through the steps every manager here takes, and we worked out a plan for me to get more training so I could advance." Serena was intrigued. She decided to talk to her own supervisor during their weekly check-in so she could learn more about how to advance her career. During their meeting, she expressed her goals and anxieties. Mary, her supervisor, showed Serena the management track checklist. To her surprise, Serena already had some of the qualifications. Mary encouraged her to take training on the newest budget software to help prepare her for the next managerial position that came open. Serena began to feel like she was finally moving forward.

Module Two: Review Questions

1.) Which of the following is true of management skills?

- a) Some skills come more easily to some people
- b) They can be learned
- c) They are always being developed and refined
- d) All of these

Managerial skills are learned. Some people, depending on personality, may develop some skills more easily than others. Skill building is a continuous process.

2.) Which is true of managers?

- a) They are born
- b) They are made
- c) People are either management material or they are not
- d) None of these

Managers are made, not born. The skills for effective management can be learned by anyone.

3.) How do most managers say they learned to manage well?

- a) By being managed well themselves
- b) From training courses
- c) By being poorly managed themselves
- d) Role playing

Managers learn to manage by being managed well themselves. Most skilled managers say they learned from past effective managers, and they emulate those traits.

4.) Which is true of developing new managers?

- a) It should be done after an employee takes a role
- b) It is not the responsibility of the organization
- c) It should be done continuously
- d) It should only be done when managers are struggling

The process of developing new managers should be continuous. Waiting until someone is struggling sets the employee and organization up for failure.

5.) Why do many new managers struggle?

- a) Lack of potential
- b) Underdevelopment
- c) Incompetence
- d) Stress

When new managers struggle, it is most often the result of underdevelopment. Even the most talented employee will struggle if not given the tools and resources needed to succeed. This is why developing new managers is so important.

6.) How does developing new managers benefit the organization as a whole?

- a) It prepares employees to transition to new roles, promoting retention
- b) It prepares employees to transition to new roles, enabling inside rather than outside hiring
- c) It prepares employees to succeed in managerial roles
- d) All of the above

Developing new managers from within benefits the whole organization. Employees who can advance are more likely to stay with the organization, which promotes retention and allows internal promotion rather than outside hiring. It also prepares employees to succeed in managerial roles, which is good for the whole organization.

7.) Which of the following should you include when creating a management track?

- a) Educational requirements for managers
- b) Experience requirements for managers
- c) Typical paths through other positions to management
- d) All of the above

A clear management track makes developing new managers easier. Include educational and experience expectations. Also map out some possible paths through other positions to management, to give employees an idea of what their career path might look like.

8.) How should you communicate with employees about the management track?

- a) Wait for them to ask about it
- b) Make it available on the server
- c) Discuss it with them during annual reviews or other performance reviews
- d) None of the above

The annual review is an excellent time to discuss the management track with employees who show potential or desire to move into management. Go over the track with these employees, and keep the lines of conversation over.

9.) What is the most important thing to consider when developing a new manager?

- a) How you can offer them opportunities to develop
- b) How you can empower them to take charge of their own professional development
- c) What chances you can provide for them to showcase their strengths
- d) All of the above

The most important part of developing new managers is giving them **opportunities to develop** key management skills, **empowering them** to take charge of their professional development, and **providing chances** for them to apply what they have learned

10.) Asking an employee to make the transition from a non-managerial role to a managerial one without _____, is a recipe for failure.

- a) Discussing it with them first
- b) Understanding their goals
- c) Developing their skills
- d) None of the above

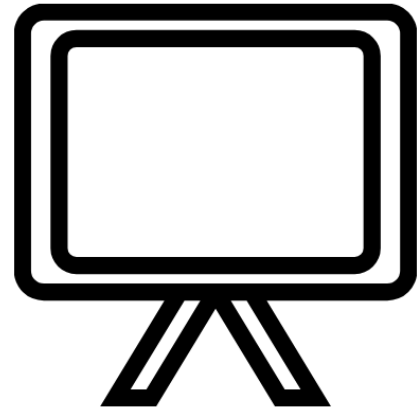
Asking an employee to make the transition from a non-managerial role to a managerial one without taking the time to develop their skills, is a recipe for failure

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





MODULE TWO

Managers are Made, Not Born

Developing new managers is a continuous process.

The most important part of developing new managers is giving them opportunities to develop key management skills.



Managers Must Be Developed

When new managers struggle, it is more often than not a result of underdevelopment, not lack of talent or potential.

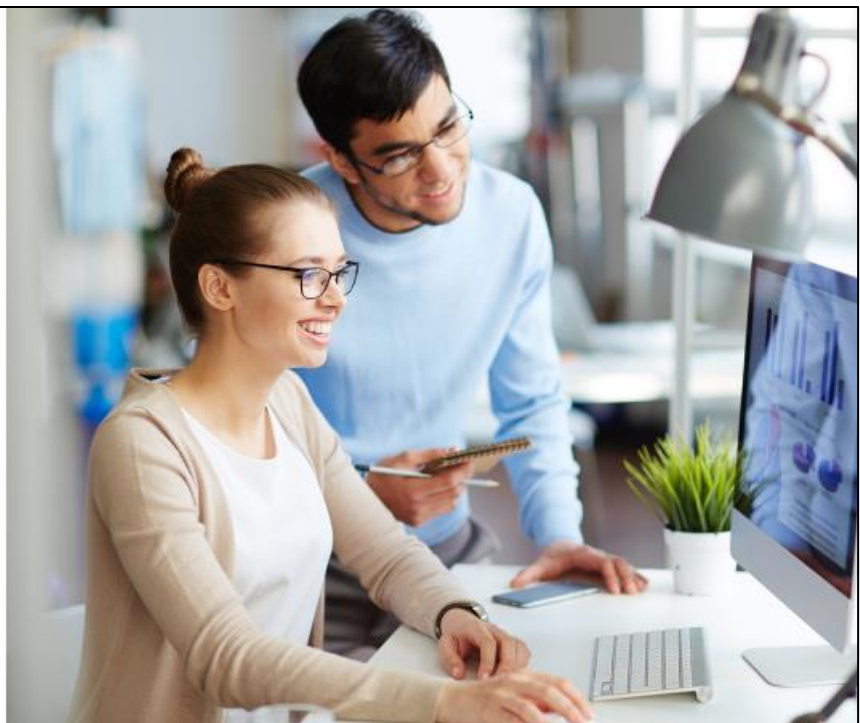
Management Skills Can Be Learned

Time management

People management

Interpersonal skills

Industry-specific skills





Managers Learn By Being Managed Well

- Responsiveness
- Speaking clearly and politely to colleagues, customers, and clients
- Holding one's self and one's employees to high standards

Create a Management Track

Key competencies

Years of experience

Potential paths

Education requirements



Practical Illustration



- Managers Must Be Developed
- Management Skills Can Be Learned
- Managers Learn by Being Managed Well
- Create a Management Track

Module Two: Review Questions

1. Which of the following is true of management skills?

A. Some skills come more easily to some people

B. They can be learned

C. They are always being developed and refined

D. All of these

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Developing New Managers

Quick Reference Sheet



Continuous Growth and Development

Developing a new manager doesn't end when they assume that managerial role. Provide opportunities for continuous growth and development. This can include internal workshops, external trainings, and formal development opportunities. You may also provide continuous growth opportunities by encouraging a new manager to take on new roles, make increasingly important decisions independently, or assume broader responsibilities. Through the feedback process, continue to identify areas of development for the manager. Help them identify ways to build strengths, and address areas in need of further development.



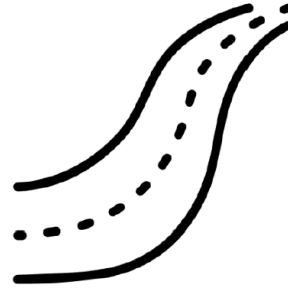
Create a Development Plan

Take the time to create a development plan with each new manager. This plan should clearly identify strengths, areas of development, and professional goals. This plan should be a living document – it will change over time, and should be revisited at least annually. Working with the employee, explore what their short- and long-term goals are. Find ways to support these goals and to encourage the employee to grow and develop toward them. As a clear management track serves as a way to map and measure progress, the personal development plan helps the new manager shape the next phase of their career. The personal development plan is also useful for those who supervise new managers, as it alerts them to areas in which the manager might contribute their strengths as well as opportunities to help the new manager develop in other areas. Having a clear development plan not only helps the new manager clarify their goals and the steps towards them, but better enables supervisors to best support new managers.



Make the Path to Management Clear

When creating a management track for your organization, clarity should be the primary concern. Employees who do not understand how they might move from their current roles into managerial roles are likely to become frustrated, feel that there's no opportunity for advancement, and – ultimately – leave for other opportunities. To keep talent within your organization, and to ensure that talented employees are able to advance, you need to give them a clear sense of the process. Create a management track that provides clear expectations, requirements, and benchmarks. While no two employees will follow exactly the same career trajectory, a clear general path from lower-level positions into management can apply to most situations. A clear management track should give employees a sense of the education and training they will need in order to move into management. If there are intermediate positions they can, or should assume between their current role and a future management role, make these clear as well. A flow chart or graphic may be helpful for employees as they map their own career onto the management track. Most importantly, the track should be easy to follow and easy to understand, with clear connections between each step.



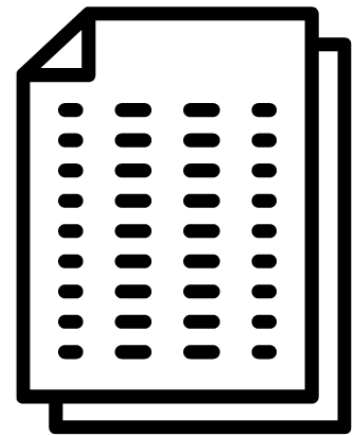
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Managerial Skills

In this space, reflect on the skills that effective managers have. You may want to reflect on your own skill set if you are a manager or supervisor. How can these skills be learned?

Icebreaker: Group Résumé

PURPOSE

To help participants get acquainted and start talking to each other.

MATERIALS REQUIRED

1. Name card for each person
2. Markers

PREPARATION

Have participants fill out their name card. Divide participants into groups of four to six.

ACTIVITY

Ask participants to create a composite résumé for their group. They might include such things as:

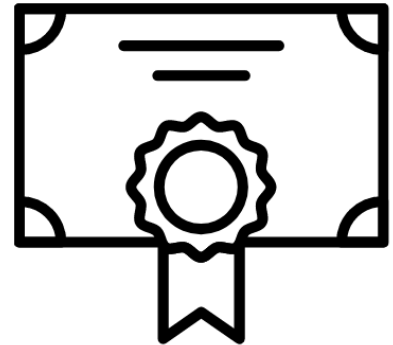
3. Total years of experience
4. Education
5. Skills
6. Positions held
7. Outside interests

Ask each group to present its résumé to the rest of the participants.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

Has mastered the course
Developing New Managers

Awarded this _____ day of _____, 20____

Presenter Name and Title
