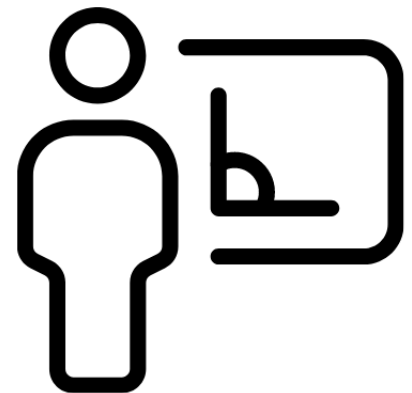


Instructors Guide



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.

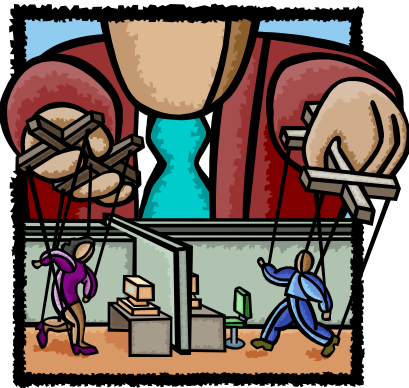
The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to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



Good management consists of showing average people how to do work of superior people.

John D. Rockefeller

Module Two: Brooming a New Manager



Bringing in a new member to the management team is never easy. If you hire from within, they have to learn to transition from their previous position to this new one. If you hire from outside the company, the new employee will have to be taught everything from scratch. But with a little patience and open communication, you can groom your new manager for success in their position.

Set Specific Goals



When training a new manager, one of the first things to do is to establish what goals you and the manager want to achieve. Ask the manager what they want to accomplish and find ways to work together to reach it. Set goals that are realistic and can be achieved by the employee in a reasonable amount of time. Be specific about what you want them to achieve and note the progress you want to see from them. The more detailed plan they have, the better equipped they are to know what is expected of them.

Common topics to include when setting goals:

- Become familiar with the office area
- Find ways to improve productivity/reduce errors
- Improve manager skills and duties
- Become familiar with all employees

Estimated Time	10 minutes
Topic Objective	Emphasize the importance of setting goals
Topic Summary	Set Specific Goals Creating specific goals to outline your new manager’s success
Materials Required	Worksheet 1-Manager Goals
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your goals with the rest of the class.
Stories to Share	Share any relevant business stories regarding giving feedback.
Delivery Tips	Encourage everyone to participate, but seek volunteers first.
Review Questions	Why is it important to set goals for the new manager?

Authority (What They Can and Can’t Do)



One of the hardest responsibilities a new manager has is asserting their authority to their employees. Many come across as too aggressive or overbearing, but when they back-off they can seem like a pushover. A helpful tool is to create a list or diagram about what the manager has authority over and what areas they cannot control. Sometimes there can be a gray area that new managers can get lost in, so it is important to outline these things in the beginning. Also let the manager know who they can come to if they run into a problem, whether it is you or another person in command. Don’t throw them to the sharks without a life preserver.

Estimated Time	5 minutes
Topic Objective	Recognizing areas of authority
Topic Summary	Authority (What They Can and Can’t Do) Discuss what areas a new manager will have authority over and how things should be handled.
Materials Required	Flipchart/Dry erase board, marker

Planning Checklist	None.
Recommended Activity	Discuss various situations and topics that new managers can face that would require authority. Then discuss whether the new manager would have the authority to handle it or if they should consult with a supervisor. Discuss how knowing up-front what they can handle can change the outcome of a situation. Write the answers on the flipchart/dry erase board.
Stories to Share	Share any relevant personal experiences.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to discuss a new manager’s authority from the beginning?

Create a Shared Vision



When a new manager is introduced, it is best to create a shared vision with them to establish what you want to see happen. This will benefit both parties as each can share what they are hoping to achieve. The new manager will need the proper support from management to succeed, so it is important to work with them from the beginning. Speak openly with them and let them know what you want from them.

Let them speak openly with you about what they want and how they plan to get there. Together, form a vision with realistic goals that you can both work toward. Once a plan has been made, schedule a follow-up meeting to let them know how they are doing, and what kind of progress has been made.

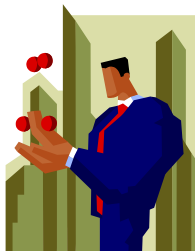
Tips:

- Give specific feedback and visions you want to see.
- Focus on goals and progress the employee can reasonably achieve.
- Form a plan or outline that can help illustrate how your shared vision can be reached.
- Follow-up periodically.

Estimated Time	10 minutes
Topic Objective	Outline the steps taken when creating a shared vision.
Topic Summary	Create a Shared Vision

	Review steps and actions to create a shared vision with a new manager.
Materials Required	Worksheet 2-Creating a Shared Vision
Planning Checklist	None.
Recommended Activity	Complete the worksheet individually. Share your results with the rest of the class.
Stories to Share	Share any relevant personal stories.
Delivery Tips	Ask for volunteers to share answers. Encourage everyone to participate.
Review Questions	What is the benefit of creating a shared vision plan?

The More They Learn, the More Responsibility They Get



Becoming a new manager is a learning process. They won't be expected to know or handle everything from the get go. To help them ease into their new position, start the manager out with a fair load of responsibility and duties. Monitor how they handle themselves and if they make progress. As they grow and learn, gauge how they would handle new or different responsibilities. Sometimes adding a new project or assignment gradually can help them have a hands-on learning experience while gaining new responsibilities. With anything new, moderation is key. Don't overload the manager too quickly or they could lose interest and fail to succeed in their position.

Tips:

- Start the employee with a fair amount of duties/projects.
- Monitor success and setbacks.
- Gauge when to add new or additional tasks.
- Follow up as needed.

Estimated Time	10 minutes
Topic Objective	Exploring a new manager's responsibilities/capabilities.
Topic Summary	The More They Learn, the More Responsibility They Get Review what skills or projects a new manager can achieve to obtain new

	responsibilities or tasks
Materials Required	Worksheet 3-A New Manager's Responsibilities
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your answers with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Ask for volunteers to share answers.
Review Questions	Why is it important to follow up with the manager periodically?

Practical Illustration



Angela recently hired a new manager for her sales department. She welcomed Jeffrey to the department and Jeffrey expressed he was a little nervous about the job. Angela sat down with him and outlined what goals they want to achieve while he is working there. She talked about what areas he would manage and what would need to be managed by the other managers. Before Jeffrey went on the floor, Angela reassured him that she would be following up with him to see how he was doing and would look into increasing his job responsibilities if he worked hard and did a good job.

Module Two: Review Questions

1.) What is a benefit of setting new manager goals from the beginning?

- a) Allows the manager something to work toward
- b) It tells the supervisor how serious they are
- c) They can come back and change them later
- d) It looks good on their evaluation

Setting goals upon hire is a great tool to help managers work toward something. It also gives them a chance to say what they want from the job.

2.) When setting goals, it is important to be _____ about what is wanted or needed.

- a) Humorous
- b) Vague
- c) Specific
- d) Serious

When setting goals, it is important to be specific about what wants to be achieved or accomplished. Vague ideas or goals don't have direction and can fizzle out over time.

3.) What is one benefit of establishing a new manager's authority upon hire?

- a) They can argue their points now rather than later
- b) They know who to answer to if they have any problems
- c) They will know what they are supposed to do
- d) They are aware of what they can or cannot do from the beginning

Establishing a new manager's authority from the beginning allows them to understand up front what they can and cannot do in the office. This will help reduce problems once they are on the floor.

4.) What is one way to outline a new manager's authority in the workplace?

- a) Tell them to consult the manager's handbook
- b) Create an outline or chart
- c) Send an email with details
- d) Discuss verbally in a brief meeting

Creating some sort of visual, such as a written list or graph outline, allows the manager to go over his new authority areas and keep for future references.

- 5.) When creating a shared vision plan, the main focus should be on what?
- a) Timing
 - b) The manager's new team
 - c) Goals and future progress
 - d) Previous mistakes

A shared vision plan is written by the manager and their supervisor and it focuses on their mutual goals what progress needs to be seen over time.

- 6.) One of the final steps of the vision plan is what?
- a) Schedule periodic follow ups
 - b) Tell the manager what is expected of them
 - c) The manager explains what he wants to achieve
 - d) Both parties get to introduce themselves

One of the final steps to creating a shared vision plan is to schedule periodic follow up times or meetings in order to gauge progress and see how the manager is doing.

- 7.) What is one way to measure if a manager is ready for more responsibility?
- a) Ask them if they are ready for something new
 - b) Let him have it and see how he does
 - c) Monitor their progress over a period of time
 - d) Ask his employees how he is doing

When a manager excels in one area and over a period of time, their supervisor monitors their progress and measures how well they will do with other tasks.

- 8.) The more a manager succeeds, the more _____ they will get.
- a) Trouble
 - b) Friendly
 - c) Bored
 - d) Responsibilities

The more a manager succeeds and excels in their current position, the more responsibilities they will get from upper management. This is typically seen as a reward for great work.

9.) Which of the following should the new manager focus on?

- a) Get to know the employees
- b) Reduce errors
- c) Become familiar with the workplace
- d) All of the above

Common topics to include when setting goals: Become familiar with the office area - Find ways to improve productivity/reduce errors - Improve manager skills and duties - Become familiar with all employees

10.) One of the hardest responsibilities a new manager has is asserting their authority to _____.

- a) Their manager
- b) Their employees
- c) A and B
- d) Neither A nor B

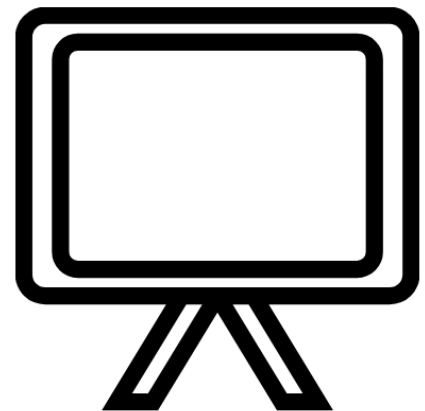
One of the hardest responsibilities a new manager has is asserting their authority to their employees.

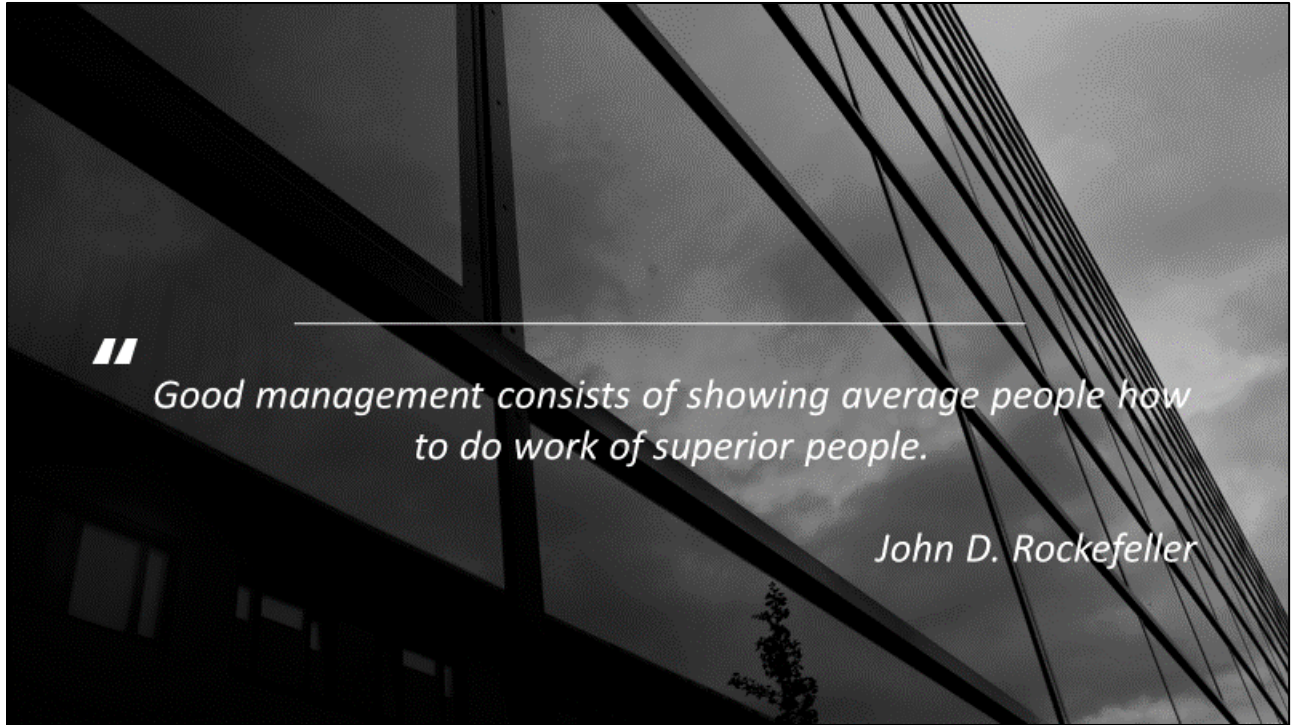
PowerPoint Slides



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

Grooming a New Manager

Bringing in a new member to the management team is never easy.

But with a little patience and open communication, you can groom your new manager for success in their position.



Set Specific Goals

- Become familiar with the office area
- Find ways to improve productivity/reduce errors
- Improve manager skills and duties

Authority (What They Can and Can't Do)

One of the hardest responsibilities a new manager has is asserting their authority to their employees.





Create a Shared Vision

- Give specific feedback and visions you want to see.
- Focus on goals and progress the employee can reasonably achieve.

The More They Learn, the More Responsibility They Get

- Start the employee with a fair amount of duties/projects.
- Gauge when to add new or additional tasks.



Practical Illustration



- Set Specific Goals
- Authority (What They Can and Can't Do)
- Create a Shared Vision
- The More They Learn, the More Responsibility They Get

Module Two: Review Questions

1. What is a benefit of setting new manager goals from the beginning?

A. Allows the manager something to work toward

B. It tells the supervisor how serious they are

C. They can come back and change them later

D. It looks good on their evaluation

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.



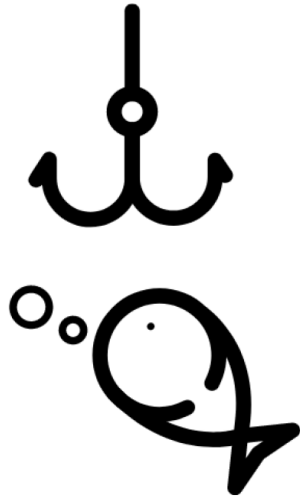
Manager Management Quick Reference Sheet



Offer Advice, Not the Solution

By helping anyone reach the solution themselves, you're improving their critical thinking skills and helping them develop their own key strategies for the future.

As the Chinese Proverb says *“Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.”*



Provide Clear and Timely Feedback

Monitor how much time passes before feedback is delivered – if given too long after an incident it may not hold much bearing and may not be taken seriously by the employee.

Tips:

- Prepare and outline what you want to say or address
- Decide if feedback should be given formally or informally
- Identify the reason for feedback – whether positive or negative
- Track each feedback session or meeting given.



Make Sure Your Door is Always Open

Whether the manager is new to the office or new to the position, the role of manager can be intimidating. Give your employee the assurance that they can always come to you for advice and support. Reassure them that they are not alone in their journey. Keeping an open-door policy will let them, as well as other employees know that they are free to approach you with any questions or concerns. Your employees will appreciate the gesture and know that you are there to help.

Tips:

- Be open to listen to the employees and their needs.
- Maintain an open-door policy – make sure your employees are aware of it.
- Always be approachable – avoid becoming too distant.
- If you are busy, schedule a follow-up as soon as possible



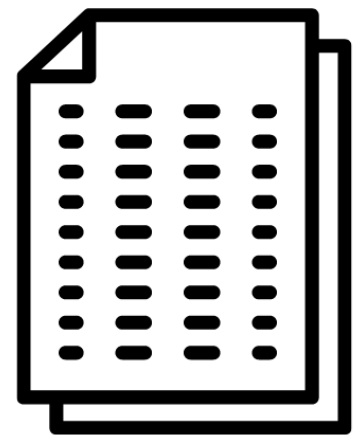
Handouts



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

Manager Goals

Using the spaces below, think about goals you would set with your new manager.
In the next space, list something you can do to help them accomplish that goal.

1.) _____

What can I do?

2.) _____

What can I do?

3.) _____

What can I do?

Sample Worksheet 2

Creating a Shared Vision

Use the worksheet below to outline the different parts of a shared vision that you would cover with a new manager. Identify key parts, such as a common goal or steps that should be taken.

Part One: Welcome

Part Two: Allow the Manager to Speak and Share

Part Three: Express and Share What You Want

Part Four: Set Goals

Part Five: Follow up Plan

Sample Worksheet 3

A New Manager's Responsibilities

Use the worksheet below to outline the different responsibilities and duties a new manager usually starts with. Then, in the following spaces, list additional responsibilities they can undertake after achieving periodic goals. The first example is done for you.

1. A new manager files new employee paperwork for data entry > they are over 80% accurate for 6 months > the manager is then given all employee paperwork to handle, possibly even taught how to enter them.

2. _____

3. _____

4. _____

5. _____

6. _____

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:

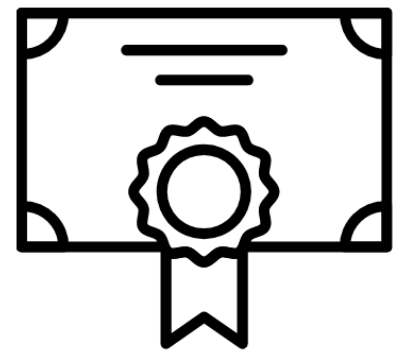
3. Total years of experience
4. Education
5. Skills
6. Positions held
7. Outside interests

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
Manager Management*

Awarded this _____ day of _____, 20____

Presenter Name and Title
