

AACORA

**The New Manager's
Survival Toolkit**





01

Starting from Square One

Every great leader started out as a new leader. And while the transition from employee to manager is an exciting career milestone, it's also daunting. It means taking on more responsibility, gaining new skills and shifting your work perspective from *me* to *we*.

If you're not yet feeling like a fearless leader, don't fret! This guide is full of knowledge nuggets to help ensure that "fake it 'til you make it" will only apply to your confidence.

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Moving on Up: 5 Essential Considerations



**Shift from Do-er
to Leader**

**Nurture Your
Emotional
Intelligence**

**Be a
Communication
Champion**

**Discover the
Power of
Delegation**

**Cultivate a
Growth Mindset**

01

Shift from Do-er to Leader

Of course, you'll still have your own work to tackle as a manager, but success in this role is measured by your team's performance over your individual accomplishments.

- Embrace strategic thinking and long-term planning over day-to-day task execution.
- Focus on guiding and mentoring your people, as individuals and a team.

02

Nurture Your Emotional Intelligence

Understanding the strategic side is one thing, but emotional intelligence (EQ) is also paramount to effective management. IQ won't get you far without the EQ to match! Some key components of EQ include:

- **Self-awareness:** understanding how your emotions affect your decisions and behaviour.
- **Empathy:** recognizing other peoples' emotions and needs—it's fundamental to social awareness.
- **Effective communication:** sharing clearly and openly and embracing brevity.



“For better or worse, intelligence can come to nothing when the emotions hold sway.”

– Daniel Goleman, *Emotional Intelligence*



03

Be a Communication Champion

Transitioning to management requires clear and consistent communication with diverse audiences.

- **Listen actively to understand and learn.**
 - You'll gain plenty of insight into each of your team members just by listening and observing.
 - With a leadership role comes seats at new tables, where you may be your team's sole representative, so be sure you're absorbing all the important details.
- **Adapt to your audience.**
 - This applies in both one-to-one and group settings, as well as interactions with leadership peers vs. employees.
 - Your team's communication needs may vary, so take note and work to accommodate them.
- **Remember, sharing is caring.**
 - Regularly providing constructive feedback and transparently sharing information builds trust and alignment with your people.
 - Think before you share: what does your team need to know to be successful in their work? What's more nuanced and should be kept at the leadership level?

04

Discover the Power of Delegation

It's more than assigning tasks. Effective delegation will empower your team, encourage professional development and allow you to focus on the big picture.

- Think of it more like assigning responsibility, authority and accountability.
- Avoid micromanagement and trust your team to deliver results.
- Lean into their strengths and offer them opportunities to learn.

05

Cultivate a Growth Mindset

Chances are that you're in this role at least in part because you're open to expanding your horizons. Lean into that mindset and encourage your team to do the same!

- **Inspire continuous improvement.**
 - Step out of your comfort zone—don't let the fear of mistakes prevent you from trying something new.
 - See challenges as opportunities for learning and development.
- **Develop adaptability and resilience.**
 - Not everyone accepts change in the same way. How you frame it can help with fostering that growth mindset amongst your team.
 - Resilience is a necessity for navigating the evolving demands of leadership. Things won't always go smoothly, but your ability to bounce back will keep you moving forward.

“When you create a setting where your people see that their efforts are contributing to a positive outcome well beyond what they could achieve individually, they will be more motivated and find greater meaning in what they do.”

– Jim McCormick, *The First-Time Manager*



Learning Leadership: 10 Essential Skills

Hard
Skills



01 Strategic Planning

Reflect on the collective: set long-term goals that align team efforts with organizational objectives.

- What does your team's success look like within the larger organizational framework?
- How will each employee's accomplishments contribute to those goals?
- How can you make it happen? Prioritize initiatives based on impact and resource availability.



02 Time Management

Work to find a happy medium between managerial responsibilities and strategic activities, so you and your team's time is spent efficiently and effectively.

- **Prioritize deadlines and tasks:**
 - What's urgent? What can wait?
 - How important is it? Who has capacity? Again, think impact vs. availability.

There are plenty of techniques and tools for managing workloads and deadlines, but it may take a bit of trial and error to find what works for you and your team.

- **Explore options:**
 - What tools are already available to you?
 - What's working for other leaders and teams in your organization?



03 Performance Management

Ongoing focus in this area will support employee development for your team and leadership development for you.

- **Set clear expectations, monitor progress and provide constructive feedback.**
 - Ensure your evaluation processes are consistent and objective.
 - Immediacy is key—share kudos when you can and don't let areas of improvement go unchecked to grow into larger issues.
 - Consider asking your team to share any feedback they have for you.



04 Conflict Resolution

Workplaces bring together many personalities, so conflict is bound to crop up every once in a while. Addressing interpersonal issues promptly and fairly is crucial.

- Face difficult situations head on and acknowledge everyone's perspectives.
- Facilitate open dialogue to clear up any disputes and maintain team harmony.
- Offer support but encourage autonomy within your team for working through disagreements or misunderstandings constructively.

Lead with purpose



05 Technical Proficiency

Maintaining a solid understanding of necessary tools and processes is vital for your team's work.

- Stay on top of industry trends and new developments in technology.
- Seek learning opportunities wherever you can—through professional associations, continuing education, etc.
- Leverage your team members' knowledge by having them share their expertise around any helpful tools or systems with the group.

“Trust is not simply a matter of shared opinions. Trust is a biological reaction to the belief that someone has our well-being at heart.”

– Simon Sinek, *Leaders Eat Last*





06 Empathy

There's a reason it's a key component of EQ. Empathy creates trust and contributes to a supportive work environment.

- Let your humanity shine through. Share feelings honestly and respectfully to build strong relationships with your team.
- Be receptive and encourage understanding when it comes to different perspectives.



07 Adaptability

Leaders have a little of everything on their plates, which makes adaptability imperative. It helps you navigate uncertainty, lead your team through transitions and continually grow.

- Welcome change and discovery to drive innovation within your team and organization.
- Be flexible in your approach to problem solving and willing to try unique solutions.



08 Resilience

This goes hand in hand with adaptability, enabling you to maintain composure, perform well under pressure and recover quickly from setbacks.

- Don't be discouraged if something's not right the first time. Challenges are inevitable, but the more you face and overcome, the more resilience grows.
- How you engage with adversity sets an example for your team, so try to avoid ruminating. Acknowledge, learn and keep going.



09 Collaboration

Together is better for so many reasons! Collaboration boosts creativity, decision making, morale—the list goes on.

- Turn to teamwork whenever you can, but especially when brainstorming or problem solving.
- Leverage diverse perspectives to prevent oversights, inspire new ideas and achieve common goals.

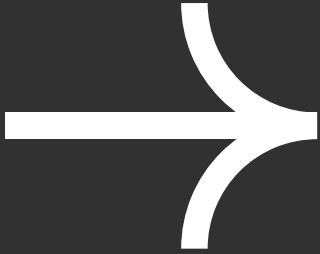


10 Self-Awareness

Your team starts with you. Self-awareness allows you to lead authentically, make informed decisions and set reasonable expectations.

- Recognize your strengths and areas for improvement.
- We all have gaps in our perspective, which can lead to unintended biases. Be mindful and work to address these in the interest of objectivity.

Next Steps: Recommended Resources



Leaders at every level have unique needs. Arcora's workplace coaching solution can help. Our **1:1 virtual program** is rooted in positive psychology and developed by world-leading coaching researchers.

We support organizations by matching designated leaders with experienced professionals from our network of rigorously-vetted, top-tier coaches, who can support with the skills outlined in this toolkit and much more!

Effective Leadership & Team Collaboration

- Conflict resolution
- Delegation
- Developing work relationships
- Mentoring others
- Team development & management

Communication & Interpersonal Skills

- Effective communication
- Emotional intelligence
- Intercultural communication & diplomacy
- Interview preparation

Leadership Coaching

Strategic Growth & Development

- Business strategy
- Career planning & strategy
- Goal setting & achievement
- Long-term growth
- Professional growth

Professional Success & Fulfillment

- Career development
- Personal job satisfaction
- Promotion
- Skills development
- Time management & work productivity
- Work-life integration

Think Arcora coaching could be **RIGHT for you or your organization?**

Reach out ↗

Further Reading

- *The First-Time Manager* by Jim McCormick
- *Leaders Eat Last* by Simon Sinek
- *Emotional Intelligence* by Daniel Goleman