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New Manager Playbook:

Your 101 Guide for Training New Managers

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Welcome!

Welcome to the New Manager Playbook, your guide to training new managers at your organization! This comprehensive guide will walk you through suggested content, group, and individual activities, and skill assessments aimed at providing your managers with essential tools and preparing them for success in their new roles.

The recommended content titles referred to in this guide can be found in The BizLibrary Collection. Before the start of your program, we recommend you assign these courses to your learners via your company LMS. This provides your learners with easy access to the content and gives you valuable reporting data to measure participation and training effectiveness.

BizLMS also offers grouped content in the form of Learning Initiatives and curated learning paths! These carefully crafted lists offer additional resources and suggest related content in areas important to your training goals.

Along with the suggested content provided in this guide are activities that encourage deep personal reflection and promote higher information retention. Activities and reflections are useful because they help learners discover the potential and direct impact of newly learned information on their job role.

We highly recommend using both the content and activities included in this guide for an optimal training experience. The content and activities can be tailored to your company's specific needs and are meant as a starting point for training new managers in your organization.

Let's get started!

Use Case

How can the New Manager Playbook build skills in new managers that drive performance and empower your workforce?

Empowering your new managers to be great leaders, mentors, and coaches has never been more important. We have seen how "business as usual" can change overnight and have learned how valuable flexibility is in training new employees.

Great leaders can inspire success, but poor leaders can foster failure. A Pew Research study found that **63% of employees leave their employer due to a lack of advancement, 57% leave because they felt disrespected, and 45% leave because of a lack of flexibility.**

It is critical to understand how leadership impacts business growth, employee retention, and team empowerment.

Enter the **New Manager Playbook.**

This ultimate how-to guide is your blueprint for turning new managers into great leaders! It creates space for new managers to learn the ins and outs of their role in an environment where they can ask questions, gain feedback, and learn helpful tips critical to their success.
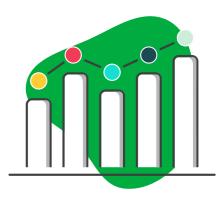
In this guide, you will receive:

- Guidance on how to set up your program to achieve optimal results
- Actionable email templates to launch your program
- Recommended courses to upskill your learners
- Discussion questions to help facilitate conversation
- Reflection opportunities, and more!

So, let's dive in! We can't wait to hear about all the success your New Manager Program will bring.

Who? What? Where? When? Why? How? Tips to boost your New Manager Training Program.

Who will get the most out of this guide?

This guide is set up to create rockstar managers that are new to a management role at your organization. Whether they have 10 years of outside management experience or were recently an individual contributor, you can ensure consistent, excellent leadership that embodies your organization's core values. Also, this guide is for HR and L&D trainers who want to implement transformative training that goes beyond compliance. Organizations with these types of programs statistically have a better company culture, lower turnover, and higher rates of success!

> ****PRO TIP:** Mentorship programs are shown to be extremely effective in creating long-term change in organizations! Consider how mentorship can make a significant impact in your organization. Learn more about mentorship programs here!

Whose support does your program need?

No matter what program you're trying to implement it is vital to have the support of C-suite or VP leadership. Here are some key statistics you can use to market your new manager training program to C-suite members:

- 83% of millennials say the feedback they receive from managers is not meaningful*.
- 83% of employees suffer from workplace stress**.
- 75% of employees who display low engagement levels or leave their jobs say it's due to their manager or leadership*.
- 73% of employees think that their manager could define more precise goals*.
- 25% feel like the feedback they receive is frequent enough to help them understand how to improve*.
- 70% of employees say they would like to spend more time with their manager*.

*2022 Office Vibe Survey
**American Institute of Stress

From these statistics, it is obvious that training managers should be a top priority in retaining new talent and maintaining excellent company culture. When securing buy-in from key supporters it is also important to show how you will measure success. Keep reading to learn how we recommend you measure success!

What can you expect to gain from this guide?

From this guide, you can expect learners to become rockstar leaders that inspire, uplift, and challenge their employees. Using the tools learned in this guide your new managers can implement tactics that help them lead their teams with integrity, honesty, and respect.

Where should this training take place for optimal success?

The following program is set up to be executed through a combination of mediums- self-study video lessons, coaching exercises, group discussions, etc. When developing new skills, practicing with others strengthens neuropathways and reprograms less than desirable reflexive responses. Throughout this guide, your learners will be encouraged to participate in group and individual activities that create long-lasting skills.

When should training be completed?

The following stages (1-5) are most effective when learners are given 6-18 months to complete the program, spending 4-6 weeks on each stage. Trainers will want to allow time in between stages for their new managers to practice what they have learned in their new job roles.

Why does training managers matter?

At the end of the day, good leadership drives results in your organization. However, contrary to popular belief, good leaders are not born with these skills, they are cultivated through years of practice. As you can see from the stats above- employees want leaders they can trust and rely on. Without those leaders, you can expect to see high turnover and low engagement at your organization.

How can you measure the success of your program?

The Kirkpatrick Model is an excellent resource to consider when creating KPIs for your program. Below are some suggestions on how to incorporate this model into your new manager training program.

① Level 1: Reaction, Satisfaction, and Intention.

➤ Evaluate the response from learners – specifically, how they felt about the training course materials and activities.

➤ At this level, you should also measure engagement from your learners. Do you have 100% participation? If not, you may need to reach out to learners for more information on what they need to give the necessary time and attention to the program.

- Some common issues learners face are:
  - not enough allotted time to complete training,
  - excess stress and responsibilities of their new position,
  - difficulty with work/life balance, and
  - fear of speaking up when they don't understand a concept.

② Level 2: Knowledge Retention.

➤ Measure how effectively the information was absorbed by your learners. Typically, this is done through testing like the self-assessment template and group role play.

➤ Fully utilize the self-assessment tool by comparing ratings from each stage.
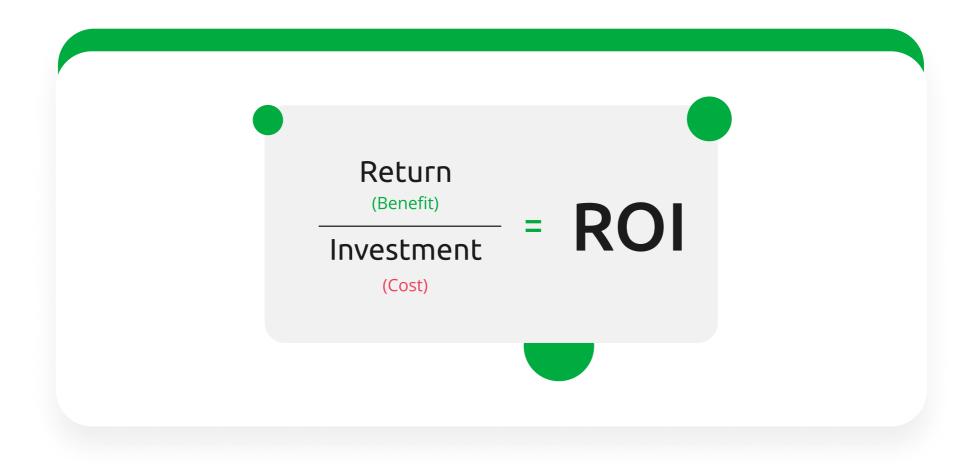
③ Level 3: Application and Implementation.

➤ Measure the degree to which your training has influenced the behavior of the participants, and how they are applying their new knowledge to their jobs.

➤ Do not be afraid to engage with your new managers' team members. A great way to do this is by sending a survey to the new manager's direct reports before and after the program to determine how they rate their relationship with their manager.

4 *Level 4: Business Impact.*

➤ Measure the impact your training has had at the business level and get a clear sense of ROI for your training program. If you are looking for a deep dive into using the Kirkpatrick Model for evaluating training in your organization, download our free ebook here.

➤ At this level, you should start seeing measurable results that you can show to your C-Suite and VP-level stakeholders!

5 *Level 5: Return on Investment (ROI) Calculator.*

We have found that calculating ROI is the best way to highlight the success of your program to your stakeholders! Here is a simple formula to help you get started! You can learn more about measuring ROI in our ebook here.

$$\frac{\text{Return (Benefit)}}{\text{Investment (Cost)}} = \text{ROI}$$

Using this guide for optimal success.

The following stages are designed to be stepping stones to success for your new managers by outlining necessary skills with suggested learning content, followed by individual and group reflections. We recommend following these stages, starting with Stage 1 and ending with Stage 5, and we suggest that each stage be scheduled with a 4–6-week period of completion in mind.

The stages are laid out in this guide for optimal use, starting with basic skills and ending with critical self-care methods. A quick outline of each stage can be found below.

1   **Stage 1- Fundamentals of Managing! Discover management styles, ethics, and basic skills.**

Learning Outcomes:

- Management basics
- Management styles
- First day tips
- Manager ethics

Stage 1 helps new managers establish strong fundamentals while developing their unique management style and voice.

2   **Stage 2- Delegation, Feedback, Leadership Communication**

Learning Outcomes:

- Understanding leadership
- Communication styles
- Delegation do's and don'ts
- Giving constructive feedback

Stage 2 provides helpful insights on how to best delegate tasks, communicate effectively, and give feedback that encourages change and collaboration.

3 **Stage 3- Addressing Conflict, Difficult Conversations, Employee Performance Reviews**

Learning Outcomes:

- Assessing, evaluating, and strategizing employee performance
- Facilitation and Strategy of Difficult Conversations
- Strategies for Addressing Conflict

Stage 3 teaches strategies for assessing, evaluating, and giving performance reviews, facilitating difficult conversations that encourage positive change, and strategies for addressing conflict that facilitates team growth and avoids alienation.

4 **Stage 4- Coaching your Employees**

Learning Outcomes:

- Strategies for leading teams
- Encouraging employee growth
- Coaching basics
- Team motivation
- Creating boundaries

Stage 4 focuses on helping managers lead their teams through coaching. In this stage managers will learn how to set professional boundaries with their employees, leverage motivation effectively, foster their employee's professional growth, and understand the basics of coaching.

5 **Stage 5 – Manager Wellness**

Learning Outcomes:

- Personal self care
- Leading by example

Stage 5 is designed to encourage your new managers to lead by example when it comes to their physical and mental wellbeing.

Activity Instructions

The activities included in this playbook are designed to function like learning boosters. They are useful in group settings, as individual reflections, and can be easily adjusted for remote training. We encourage you to tailor these activities to fit the needs of your organization, adding or changing them based on your unique set of desired business and learning outcomes.

Have your learners consider the following questions before they embark on this training course. Encourage them to make a mental note of any areas where they feel unprepared.

Using a scale of 1 to 5 where 1 represents feeling unprepared and 5 represents feeling very prepared, rate yourself on the following areas.

Reflect on these ratings as you move through your training program. You can also write down your reasons or thoughts behind each rating as a tool for measuring your progress as you develop and enhance your skills.

a) Delegating tasks

b) Giving Constructive Feedback

c) Performance Improvement Planning

d) Navigating Difficult Conversations

e) Resolving Workplace Conflicts

f) Employee Coaching & Empowerment

g) Self-care

**Note to instructors leading group training. Consider having employees share a few of their ratings with their group. You might have each person share which of these topics they feel needs the most improvement and why. You could also have them share which topic they feel most prepared for and why. Using this methodology may help some learners process their thoughts and mentally prepare them for upcoming lessons.

The following email template can be sent to your learners before training begins as preparation for the upcoming training program!

Congratulations on your new role at [company name] as [job title]! We are dedicated to helping you achieve success as a [job title] and have developed a training program designed to help you enhance your management skills. During this training you will develop your skills in giving feedback, delegating, leadership, and more! We encourage you to log into [company name's LMS] and briefly review the assigned content videos.

Before you begin your training courses, take a few minutes, and complete the following self-evaluation to measure your learning!

Using a scale of 1 to 5 where 1 represents feeling unprepared and 5 represents feeling very prepared, rate yourself on the following areas.

Reflect on these ratings as you move through your training program. You can also write down the reasons or thoughts behind each rating as a tool for measuring your progress as you develop and enhance your skills.

a) Delegating tasks
b) Giving Constructive Feedback
c) Performance Improvement Planning
d) Navigating Difficult Conversations
e) Resolving Workplace Conflicts
f) Employee Coaching & Empowerment
g) Self-care

This training program is designed to give you the tools you need to be successful in your new role! We are so excited to walk with you as you begin this new journey here at [company name]. Together we will accomplish great things!

[email signature]

Stage 1- Fundamentals: Understanding and Cultivating Individual Management Styles, Voices, and Process to Optimize Team Success

The following video courses teach the fundamentals of being a manager and will help you develop your unique management style and voice. *The following courses are just a few of the many titles found in the full BizLibrary Collection. Use these titles as guides to explore more content offerings that align best with your desired learning outcomes.*

1. Management Basics
2. Management Styles: Identifying Management Styles
3. Situational Leadership: Choosing the Right Style
4. Expert Insights: Managing Up with Mary Abbajay
5. Expert Insights: Leadership Skills for New Managers
6. Management Styles: Applying Management Styles
7. Enhancing Productivity with Remote Workers
8. The Rookie Manager
9. How to Ace Your First Day as Supervisor
10. Management Styles That Don't Work
11. New Supervisor Fundamentals
12. Ethics for Managers

Stage 1 Activity:

(If you are facilitating a team training session discuss the following questions as a group. If you are facilitating a training program with one or remote employees invite them to reflect on the following questions and ask if they would like to discuss each topic with you!)

- **What are some key takeaways or memorable moments from these training videos?**

Think about the management styles and techniques discussed in these training courses.

- **What is your unique management style?**
- **How will your management style benefit the employees on your team?**

**For trainers leading groups: Consider having learners role-play scenarios they may face in their new roles to help them practice using their leadership voice and better understand their management style.

Using a scale of 1 to 5 where 1 represents feeling unprepared and 5 represents feeling very prepared, rate yourself on the following areas. You can also write down the reasons or thoughts behind each rating as a tool for measuring your progress as you develop and enhance your skills.

a) Delegating tasks
b) Giving Constructive Feedback
c) Performance Improvement Planning
d) Navigating Difficult Conversations
e) Resolving Workplace Conflicts
f) Employee Coaching & Empowerment
g) Self-care

Stage 2- Delegation, Feedback, Leadership Communication

The following video courses teach insights on how to successfully delegate tasks, communicate effectively, and provide feedback that encourages change and collaboration among your team members. *The following courses are just a few of the many titles found in the full BizLibrary Collection. Use these titles as guides to explore more content offerings that align best with your desired learning outcomes.*

1. Exceptional Leadership Communication

2. Lead Now Series sections 2-6

3. Avoid Making the 8 Ultimate Delegation Mistakes

4. Propelling Performance with Open-Book Management

5. Leadership and Delegation (Parts 1-6)

6. Leadership and Empowerment (Part 1)

7. Giving Feedback as a Manager

8. Providing Constructive Feedback

Stage 2 Activity: *(The following reflections are separated for individual or group settings)*

What are some key takeaways or memorable moments from these training videos?

Group Reflection:

- Discuss and role-play delegation and feedback scenarios specific to your organization. Discuss how the principles laid out in these video lessons will help you lead a successful team.
- Can you think of a moment where a manager gave you feedback? Was it constructive? If not, how could they have done it better?

Individual Reflection:

- Think back to a moment when you received feedback from a boss or person in authority. Did they follow the principles laid out in these lessons? If not, how could it have been executed better?

**Note for the trainer. Always ask if the employee would like to share some of their thoughts with you. Some learners process information best aloud, so you may need to consider that as you proceed with these activities. It is always OK to ask how each employee learns best.

Using a scale of 1 to 5 where 1 represents feeling unprepared and 5 represents feeling very prepared, rate yourself on the following areas. You can also write down the reasons or thoughts behind each rating as a tool for measuring your progress as you develop and enhance your skills.

a) Delegating tasks

b) Giving Constructive Feedback

c) Performance Improvement Planning

d) Navigating Difficult Conversations

e) Resolving Workplace Conflicts

f) Employee Coaching & Empowerment

g) Self-care

Stage 3- Addressing Conflict, Difficult Conversations, Employee Performance Reviews

The following video lessons teach strategies for assessing, evaluating, and giving performance reviews, facilitating difficult conversations that encourage positive change, and addressing conflict that facilitates team growth and avoids alienation. *The following courses are just a few of the many titles found in the full BizLibrary Collection. Use these titles as guides to explore more content offerings that align best with your desired learning outcomes.*

1. 9-Box Grid Assessment: Managing Based on Performance and Potential
2. 9-Box Grid Assessment: Rating Performance and Potential
3. Painless Performance Conversations Series
4. Workplace Harassment and Abusive Conduct Prevention for Supervisors
5. Difficult Discussions with Employee
6. Difficult Conversations Series
7. Conflict Resolution Series

Stage 3 Activity: *(The following reflections are separated for individual or group settings)*

What are some key takeaways or memorable moments from these training videos?

Group Reflection:

- Think back to a moment in your life when you had a difficult conversation. What principles discussed in these video lessons could have been helpful for you at that moment?
- Have you ever seen a manager successfully execute a difficult conversation with you or someone you know? What did they do right?

Individual Reflection:

- How will your personal management style impact how you have difficult conversations with your employees?

Using a scale of 1 to 5 where 1 represents feeling unprepared and 5 represents feeling very prepared, rate yourself on the following areas. You can also write down the reasons or thoughts behind each rating as a tool for measuring your progress as you develop and enhance your skills.

a) Delegating tasks
b) Giving Constructive Feedback
c) Performance Improvement Planning
d) Navigating Difficult Conversations
e) Resolving Workplace Conflicts
f) Employee Coaching & Empowerment
g) Self-care

Stage 4- Coaching your Employees

The lessons in this stage focus on leadership through coaching. These courses teach you strategies for setting professional boundaries with your employees, leveraging motivation effectively, fostering your employee's professional growth, and understanding the basics of coaching. *The following courses are just a few of the many titles found in the full BizLibrary Collection. Use these titles as guides to explore more content offerings that align best with your desired learning outcomes.*

1. Developing and Coaching Employees Series

2. Bud to Boss Series

3. Creating a Motivating Experience

4. Your WHY Matters NOW: 3 Ways to Lead Others with Their WHY, NOW

5. Coaching Others -- The Basics

6. Leading Teams Crash Course

Stage 4 Activity: *(The following reflections can be used in both a group and individual training setting)*

- **What are some key takeaways or memorable moments from these training videos?**
- **What are some important characteristics of a successful leader?**
- **What are some characteristics of an unsuccessful leader?**
- **What will leadership look like in your new role as a manager?**

Using a scale of 1 to 5 where 1 represents feeling unprepared and 5 represents feeling very prepared, rate yourself on the following areas. You can also write down the reasons or thoughts behind each rating as a tool for measuring your progress as you develop and enhance your skills.

a) Delegating tasks

b) Giving Constructive Feedback

c) Performance Improvement Planning

d) Navigating Difficult Conversations

e) Resolving Workplace Conflicts

f) Employee Coaching & Empowerment

g) Self-care

5
Stage 5- Manager Wellness

The following video lessons teach wellness tactics that help you put your best face forward and cope with inevitable stress. Working towards mental wellness helps you make good decisions and be an effective team leader. *The following courses are just a few of the many titles found in the full BizLibrary Collection. Use these titles as guides to explore more content offerings that align best with your desired learning outcomes.*

1. Managing Stress
2. Fighting Fatigue: As a Manager
3. Setting Healthy Personal Boundaries
4. Expert Insights: Your WHY Matters NOW with Justin Jones-Fosu

5. Thriving Under Pressure
6. Meditation
7. Expert Insights: Workplace Mental Health for Managers with Michael Wellington

Stage 5 Activity: *(The following reflections can be used in both a group and individual training setting)*

- **Do you think your mental well-being has a direct impact on your team? Why or why not?**
- **What are some key takeaways or interesting thoughts you had after watching these video lessons?**
- **What are some ways you can make space for self-care in your day-to-day role as a manager? In what ways could this impact your job performance?**
- **What are the risks of not prioritizing your mental health?**
- **How can prioritizing your mental health impact your team?**

Using a scale of 1 to 5 where 1 represents feeling unprepared and 5 represents feeling very prepared, rate yourself on the following areas. You can also write down the reasons or thoughts behind each rating as a tool for measuring your progress as you develop and enhance your skills.

a) Delegating tasks

b) Giving Constructive Feedback

c) Performance Improvement Planning

d) Navigating Difficult Conversations

e) Resolving Workplace Conflicts

f) Employee Coaching & Empowerment

g) Self-care

Congratulations on completing the New Manager Playbook: Your 101 Guide for Training New Managers!

Once your learners have completed the program send them this follow-up email.

Congratulations [insert name] on completing this New Manager Training Course! We hope you feel better prepared as you continue your [job title] position with [company name].

In this course, you learned how valuable feedback can be, and with that in mind, we would love to hear your final reflections on this New Manager Training Course.

Please let us know what you liked most about this course and share any areas you think need improvement.

We are so excited to walk with you as you continue your career journey here at [company name]. Together we will accomplish great things!

New Manager Playbook Recap

Now that your new managers have completed this in-depth training guide, they have the tools they need to be effective leaders in your organization!

We would encourage assigning refreshers of these or related courses every quarter to help learners continue developing their skillset and keep what they have learned throughout this guide top of mind.

We also have several other amazing guides that are available for you to use! Check out our onboarding and compliance guides.

As your learning partner, we love hearing how we can better support your training program initiatives.

Need help strategizing KPIs and Business goals?

Developing KPIs is important to measuring growth, but knowing the what, where, and how's can be hard. Your BizLibrary Client Success Manager is ready to walk through these steps with you to ensure you have the right targets in place to measure success in meaningful ways.

If you have feedback or suggestions on how we can help prepare your new managers in their roles, or how we can partner with you in other areas of your training program, send a message to your Client Success Manager.

Did you know BizLibrary has a Skills Development Platform that can streamline training across your organization?

We understand the importance of having a great training program, and we know how hard designing and implementing a program for multiple learners across departments can be.

As your partner, we are always looking for ways to enhance your program. Our newest BizLibrary product is a skills development platform designed to take the guesswork (and gruntwork!) out of curriculum development and expertly scale personalized learning experiences throughout your organization!

BizSkills is the first and only off-the-shelf upskilling platform that provides your workforce with personalized training and career growth for each unique employee.

Request a free personal consultation or check out our most recent video demonstration here! You can also find more information on BizSkills by visiting our website www.bizlibrary.com!