



NEW MANAGER

QUICK START GUIDE

(What You Need to Know)

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Welcome!

ABOUT THE GUIDE

In this comprehensive and user-friendly guide, we've compiled essential insights and practical tips to empower you on your managerial journey. Whether you were promoted from within your team or hired externally, this guide equips you with the knowledge and skills necessary to hit the ground running and excel in your new position.

WHAT YOU NEED TO KNOW AS A NEW MANAGER?

1. POSITION DOESN'T EQUAL LEADERSHIP

Being in a position of a manager doesn't automatically make you a leader or mean people will follow you. It doesn't even mean you know anything about leadership (or management). It just means you are in a position where you can lead. What you need to do now is to begin to build influence with your team and learn more and more about how to be a great leader (and manager).

2. POSITION DOESN'T MEAN PEOPLE WILL FOLLOW YOU OR EMBRACE YOUR IDEAS

Sometimes new managers assume their team will automatically embrace them and all of their ideas. It doesn't quite work that way. As a manager, you need to build influence first. Be a person they can trust. Show trust toward them. Listen to them and their ideas. The more you grow your influence, the more others will be willing to follow you and embrace your ideas.

3. POSITION DOESN'T MEAN YOU ARE BETTER OR KNOW BETTER

Just because you are in a management position doesn't mean you are better or above those on your team. It's just a different position with different job functions. It doesn't even mean you know better – it just means someone thought you would be good in that position doing those job functions. Good managers are humble and know others may know more or have even better ideas than them

4. IT'S ABOUT INFLUENCE, NOT POSITION

Leadership is not about position. Trying to “lead” through the authority of your position will only get you so far (the bare minimum your team must do). If you want to be effective as a manager, don't lead by laying down your authority or position to force people to take action, but do it through the influence you build with your team.

5. YOU DON'T HAVE TO “PROVE” OR “SHOW” YOU ARE IN CHARGE (IT DOESN'T WORK ANYWAY)

Sometimes when a person becomes a new manager, they feel like they must show that they are in charge. They may push a change or demand certain actions or make changes to other people's projects or ideas just to show that they are the ones with authority. Don't do that. Having to prove that you are in charge shows that you really aren't.

6. START OFF LISTENING, NOT MAKING CHANGES

When you gain your new position, don't go in making changes. That will just upset your team and build ill will and resistance. Instead, listen. Begin getting to know your team and how things work. Listen to their frustrations and ideas. Try to implement ideas from your team and alleviate the frustrations they have. That will help build your influence and build support from your team.

7. INDIVIDUAL PERFORMER VS. MANAGER

In your previous position, you were likely an individual performer. You got paid based on the results you did as an individual. Now, as a manager, it's different. You aren't graded on how well you perform now (though there may be some items you have to do depending on the level of management and specific job role), but you are graded on how well your team does. You've moved from personal results to team results. Your job isn't to go in there and perform yourself, it's to help your team perform the best they can to get the results.

8. BUILD RELATIONSHIPS WITH YOUR TEAM (AND CARE ABOUT THEM)

Make sure to take time to get to know your team. Walk around. Get to know them. Learn about their career goals and dreams. Listen to their ideas and frustrations. By building those relationships, you begin building your influence.

9. LISTEN TO THEIR IDEAS (AND IMPLEMENT WHAT YOU CAN)

Listen to your team's ideas. They are the ones facing many of the problems and likely have great ideas how to solve them or just how to make things better. Implement what you can and what makes sense. This goes a long way in building good will toward you (and the ideas make your team better overall).

10. BE THERE TO SERVE YOUR TEAM, NOT THEM SERVE YOU

Make sure you have the right mentality as a leader and a manager. Your team isn't there to serve you, your goals, or your agenda. You are there to serve your team to help them be their best to accomplish the work and goals your team is set to accomplish.

11. SHOW APPRECIATION

Frequently and consistently show appreciation. Be specific about it as well. Make it a habit to look for the good others are doing and show sincere appreciation for it. This not only builds goodwill but helps motivate your team.

12. ASK FOR AND ACCEPT FEEDBACK

It says a lot about you when you ask for and accept feedback, even when you disagree with it (just say "thank you"). It shows that you are humble, willing to listen, and willing to grow. It's also a good practice because feedback helps you grow and get better in all you do. And, the more you ask for and accept feedback, the more others will be willing to listen to you when you offer feedback to them as well.

13. GIVE TIMELY FEEDBACK

Some managers wait till the yearly review to discuss issues or give feedback to their team on how well they are doing. That is demotivating and unfair. Feedback should be frequent and timely. People in general want to know how well they are doing, good or bad. Don't let your fear keep you from helping your team be their best.

14. BE A PERSON YOUR TEAM CAN TRUST

If your team can't trust you, why would they follow you? Be a person of integrity. Do what you say you are going to do. Don't make promises you can't keep. Don't cheat or cut corners. Don't talk about people behind their back. Do what is right even when no one is looking. Trust is a core element of great leadership.

15. TRUST YOUR TEAM

In a similar vein, show trust toward your team. Trust their capabilities. This doesn't mean blindly trusting them to do what they can't, but it does mean believing in your people. When you micromanage and try to control them, when you avoid listening to their input and ideas, that shows a lack of trust and hurts your ability as a manager.

16. PROVIDE AUTONOMY

One of the main ways to help your employees to enjoy and be engaged in their work is to provide autonomy in their work. What matters is the outcome, not the exact way they do it (in most cases). Give clear expectations on the outcome and let your people complete those expectations in their own way. If you try to control the process and micromanage, you hurt your influence and their ability to produce.

17. GIVE PURPOSE

Another primary way to build engagement and motivation in your employees is to provide purpose in their work. Help them see how their work fits into the big picture and how it positively impacts your customers, whether internal or external. Help them see how their personal/career goals align with the work they are doing.

18. HELP THEM GROW

Another major way to motivate employees is to help them grow. Give them work that challenges them and helps them grow in their career. Provide opportunities and resources for growth and training. And, the more your employees learn, the more productive they will likely be and the better ideas they will likely have.

19. ADMIT MISTAKES AND WHEN YOU DON'T KNOW SOMETHING

If you don't know something, admit it. As a new manager (or even an experienced CEO), you aren't expected to know everything. You can't. If you don't know, just say. Be about learning and getting it right, not worrying about what others think. When you fake when you don't know, people will often end up finding out, and it makes you look weak as a leader and you lose respect from your team and others.

20. TAKE OWNERSHIP

As a person, you are responsible for your emotions, attitude, and all actions and choices you make. As a manager, you are responsible not only for yourself but also for the actions of your team. You are responsible for everything that happens under you. When something negative happens, don't blame, but take ownership, and focus on solving the problem.

21. PASS THE CREDIT

In the same vein, when things go well, don't take credit for yourself. Pass it on to your team. When you take ownership and pass the credit, it builds goodwill with your team (and others) and grows your influence and respect.

22. ASK FOR HELP

There's nothing wrong with asking for help. In fact, especially when you are new, it's expected. Yes, you should take an effort to figure things out but don't avoid asking for help, even from your team, for fear of looking weak. Not admitting you need help and asking is what makes you look weak.

23. HELP YOUR TEAM ACCOMPLISH THEIR GOALS

As you build relationships with your team, try to learn what makes them tick. Learn their dreams and goals and hopes for their career. Then, as much as possible, help them reach those goals.

24. BE ABOUT THE MISSION AND THE TEAM, NOT YOU

Leadership and management is not about you. It's about the mission and goals of your team and organization, and it's about your team itself. If your focus is on you and how the position helps you and your career and your goals, it will greatly diminish your effectiveness as a leader and manager.

25. SERVE YOUR TEAM

In a similar vein, your mentality should be one of service, not being served. Your team is not there to serve you. You are there to serve them and help them reach your team's goals and the company's mission.

26. GIVE CLEAR EXPECTATIONS AND INSTRUCTIONS (AND WATCH OUT FOR ASSUMPTIONS)

Make sure to give clear expectations when giving instructions to your team. Make sure they clearly know what is expected and what the outcome should look like. In meetings, make sure, when you leave, everyone is clear about what was said and decided, and who is responsible for what by when and when it will be followed up on.

27. WATCH THE ASSUMPTIONS

Be careful about assumptions. It is so easy to assume that others think like you or know what you know. That is often not the case. When giving instructions or having discussions, make sure to ask questions to make sure you both or all are on the same page. Before giving instructions or discussing an issue, ask yourself what assumptions you may be making about the instructions or issue.

28. HELP PEOPLE SOLVE THEIR PROBLEMS

Be careful about solving your team's problems for them. Yes, you may want them to come to you if they have major issues or don't know how to deal with a situation. However, instead of taking it on you to solve the problem for them, help them solve the issue themselves. It may take longer and more work, but you are growing them in their problem-solving abilities, and it will help you and them in the future when future problems pop up.

29. RUN EFFECTIVE MEETINGS

Know the importance and costs of a meeting and be wise when you call a meeting. Start on time and, if there is an end time, end on time. It's okay to end meetings early – if the topic has been discussed, dismiss it. Don't have a meeting if it's not needed. Make sure you know the purpose of each meeting. Have a quality agenda and follow it in most cases. Set clear expectations for behavior and function for the meeting. Learn more about running effective meetings and make them something that your team sees as useful and helpful, not as drudgery.

30. HIRE WELL

People's decisions are the most important decisions you can make. When hiring, make sure to take your time and do your best to hire the right person. Don't rush the process. Don't just look at educational level or technical ability – those often don't mean as much as someone's attitude and character. Make sure the person is a good cultural fit and is the kind of person you would want to work with day in and out.

31. FIRE WELL

If someone is not performing, make sure it's not you first. Have you set clear expectations? Have you given them the resources, time, and training they need? Are they in the wrong seat and would they do better in another position? Make sure you have communicated clearly throughout the process. Document well. If it's time to let someone go, then do it respectfully and quickly. Hanging on because it's uncomfortable for you is unfair to them, your team, and your company.

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