

FIRST-TIME MANAGERS HANDBOOK:

WHAT,
HOW AND
WHY?

PREFACE



A sure short sign of growth in your career is when you transition from being an Individual contributor to a Team Manager. And when this dream actually comes true, what do you do? Are you all armed up to take on this new responsibility or do you start looking out for self-help books to guide you on how to fair as a first time manager?

Well, it doesn't matter which category you fall in. Because after all being a good manager is a continuous journey, which involves learning and developing along the way.

Here is your ultimate guide on how to navigate smoothly with one of your firsts - being a successful first time manager. Rock your new role in style.

INDEX



1. 10 Must-Dos as a First Time Manager	03
2. 10 Things to do at your First Team Meeting	05
3. 7 Killer Tips on how to Delegate with ease	08
4. 10 Books you must Read to Succeed as First Time Manager	10
5. Top 10 Training Needs for a First Time Manager	14



10 MUST-DOS AS A FIRST TIME MANAGER

Being promoted to a management position is both exciting and terrifying. Being a manager is not easy, the same way it's not easy to be sure of what to do and what not to do as a first time manager. However, there are things that you can do to make the transition to a management role easy and successful. Here are top 10 things you must look at as a new manager:

1

Gather Knowledge Fast: Learn everything that you can about the team members' roles and challenges as soon as you start. Don't forget to read all the management manuals and HR policies. Your team would expect you to solve a wide variety of problems.

2

Arrange Mentorship: There are managers who have faced similar problems as yours. Find a mentor, either your own boss or another manager in the organization who can guide you.

3

Shift Your Mind-set: Management is more than just completing the assigned projects. It's also about helping other people to accomplish their tasks very well. Your success depends on the success of each team member's success. Be their biggest fan.

4

Stick to Your Operational Plans: Avoid surprises. Have plans and schedules that are known by everyone. Your team must know when they have meetings and what will be discussed. Hold regular feedback sessions, trainings, bonding sessions, and 1-to 1s.

5

Change How You Relate to Colleagues: Fortunately or unfortunately you are no longer at the same level as your work friends. Let them know about your new role because you might have to juggle different balls at the same time.

6

Be a Good Example: Polish up your behaviour and be a good role model. Show up for meetings on time, arrive early at work, don't openly criticize your boss, stick to your word, and meet your deadlines.

7

Impress Your Boss: You can only impress your boss if you are moving in the right direction. Therefore, link your goals to your boss' goals, and keep him/her up to date with your plans, issues and progress.

8

Care for Your Team Members: Your success depends heavily on the success of all your team members. For them to succeed and achieve, show them that you care by asking for their inputs, fulfilling your promises, responding to messages and attending meetings as promised.

9

Mentor and Respect Your Employees: Respect your team members' skill sets. When they make mistakes, use that as an opportunity to mentor them, not blame them.

10

Share Credit and Take Blame: You are responsible for the team's actions. When they succeed, you should share the credit with them. When they fail, you should take the blame because you failed to give direction.

Now that you know what are the important Dos and Don'ts as a first time manager, it is time you prepare yourself up for the first team meeting that you are going to hold.





10 THINGS TO DO AT YOUR FIRST TEAM MEETING

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Meeting a new team as a first-time manager can be a unique experience for you. However, your prime focus should be to conduct the meeting professionally. Therefore, establishing your leadership without destroying the culture of the workforce and even meddling with the company's success, is a sensible decision.

Firstly, ensure you aren't heavy-handed as this will land you to something else; however, you should have a sound level of authority as well. Besides, handling the first meeting with a new team; starting with an informal introductory session is well a far beyond opportunity to know about your team. Importantly, it's the superb time to build trust with all members as well as time to establish an environment of typical veneration.

Here are 10 things to do at your first meeting as a first time manager that will make your most important moment remarkable:

1

Select a Suitable Spot for the Meeting: Choosing the right place for your first meeting with your new team can be daunting. The setting should be as comfortable as possible. A suitable meeting venue reduces stress and promotes communication.

2

Make It Brief and Simple: Your first team meeting is an introductory session, as there are no agendas yet. For instance, explain yourself shortly; business storytelling could be exceptional, as they'll know your values and your objectives. However, your plans should not be discussed extensively as this will come up in the next official meeting. Also, acknowledge every member as a real individual; express your greetings to them, and you'll realize how you'll be highly welcome.

3

Dress appropriately and portray Nobleness: Ensure you dress appropriately for the meeting, arrive on time and communicate professionally. Creating a friendly working environment whereby respect and manners are valued would offer you undivided attention from your team. Body language is very crucial; an eloquent posture is of great value.

4

Be Straightforward and Authentic: Building relationships requires a short discussion. Ensure that your conversation in the meeting is flowing; members should remember this moment in a subtle way. To achieve this, you can ask your team to discuss about their great moments as this would create a positive relationship with them. Besides, you'll get to understand your team's values.

5

Be Acquainted With Your Team: Many new managers overlook this aspect quite a lot, but it's crucial to know your new team members personally. Although some introductions may seem forceful, ask members a few get-to-know questions. Additionally, figure out how you'll integrate their pointers in future during events and so forth.

6

Build Confidence With Your Team Before Anything Else: A first time meeting is perfect for building trust which comes before mapping out your vision; which should happen after some time. Also, it isn't time to make amendments yet; this will come as soon as you get settled in your role. Therefore, this meeting is your chance to establish trust and put in order the right tone for the type of team you want to nurture.

Show your team that:

- You're ready to learn
- Your intent is to help
- You are worth their trust

7

Tough Questions Ahead: Being asked questions is one thing to expect in your first meeting. For instance, “what changes do you think you’ll make?” and “what is the vision of the team according to you?” Now, being new, answering such questions could be hard, therefore be ready to give honest answers alongside humility. Indeed, there’s much to learn, and day one is only the beginning of your learning.

8

Stay Focused: Before this meeting, ensure to organize your thoughts, prepare your mind for this important day before you get to the office. On the eve of this day, remind yourself that:

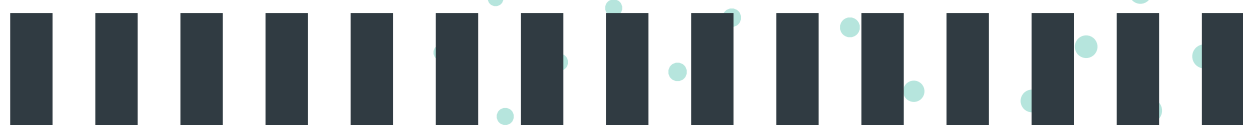
- ▶ Your leadership should help the firm achieve its mission.
- ▶ You are to form an environment for motivated people to work ethically.
- ▶ Your role is to build a high performing team.

9

Acknowledge your Vulnerability: For you to build trust as a leader, being vulnerable is a must. Let your team recognize that you too are human and don’t have all answers to their questions, and yet to learn some things. You can achieve this by expressing the reality that you’re new and that you don’t have many insights like them, tell them you’ll be learning from them. This shouldn’t necessarily express your ignorance; you are in a learning process, and a learning mind is one of the wittiest ways to show vulnerability while building trust with a team.

10

Don’t be too Bossy: As the new boss, don’t forget that there’s another boss above you. Keep in mind that how you manage your office is what your superiors are looking for. Focus on leading and motivating your team, be kind to them as you get to know each other.





7 KILLER TIPS ON HOW TO DELEGATE WITH EASE

A

s a manager you will now have to start getting work done from your team under your supervision and guidance. Enters the Art of Delegation! You need to ask yourself – Are you reluctant to delegate because you think you can do it yourself quicker? Or maybe you don't want to overload your team? Or maybe you just feel guilty of delegating things that you are responsible for?

Well, like it or not, delegation is going to be a major key to maximize your productivity and being successful in your new role as a first time manager. Here are 7 tips for you to learn the art of delegation:

1

Delegate the right tasks: You cannot just give away every task you have at hand. You need to evaluate which all tasks can be delegated and which all you need to handle on your own. And once you have figured that out, do explain it to the team members the context, as to why you are giving him/her this responsibility.

2

Delegate the right task to the right person: While assigning a task, consider each team member's skill set, potential and current workload. Everyone in your team has a different skill-set.

3

Don't be afraid to teach new skills: If someone in the team is lacking the ability to execute the task at hand, doesn't mean that the work cannot be delegated to him/her at all. Most skills can be learned- some easily and some with time. As a team manager, it is your responsibility to grow people working under you. So you might want to mentor a team member by delegating a task and helping him/her acquire new skills in the process. The call is for you to make basis the task importance and deadlines.

4

Provide clear instructions: By asking Tom to paint the wall is not enough! It might land you in trouble if you have not specified the details like colour, quality of paint, number of coats and budget! Well, it's important that you dish out all the important details while giving a task to someone without micromanaging. Set milestones for the task at hand and let them arrive at it in their own way.

5

Be available for guidance: Make sure that the team member tasked with the job has the right tools & resources to complete the job. Also, make it clear to the person to raise the red flags well in time while working on that job, and then make it your responsibility to be available for the person as a guide and a mentor to resolve the issues.

6

Set a timeline for the Job & Follow Up: This is one of the most important steps in successful delegation. Don't just hand out the task; set a timeline with it. Ensure that you regularly determine progress towards the goal and do a follow up on completion.

7

Give Feedback: Your team members would certainly like to know from you on how they have performed. Give them your genuine feedback. If they have done the task well, appreciate and if they have fallen short, do give them constructive feedback



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**BOOKS
YOU MUST
READ TO
SUCCEED AS
FIRST TIME
MANAGER**

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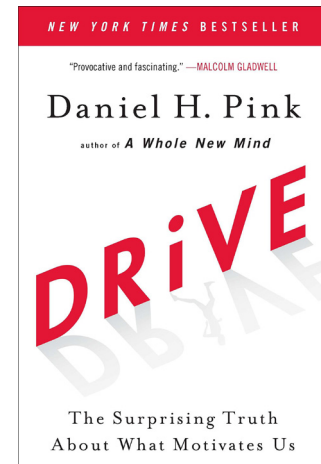
ew to the whole “manager” thing? Get yourself out there with the top 10 recommended leadership books- full of advice to keep you going up the ladder.

1



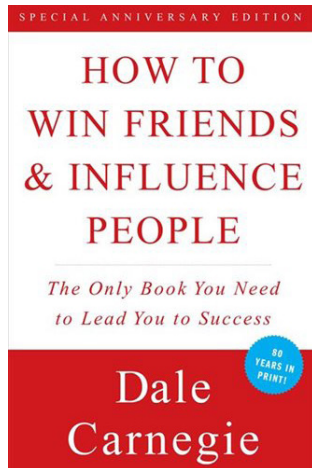
The First 90 Days by Michael D. Watkins- You are about to start as a new manager and you don't want to mess it up. This book equips you on how to jump into unfamiliar roles and make the most of your crucial first three months to set the ground right.

2



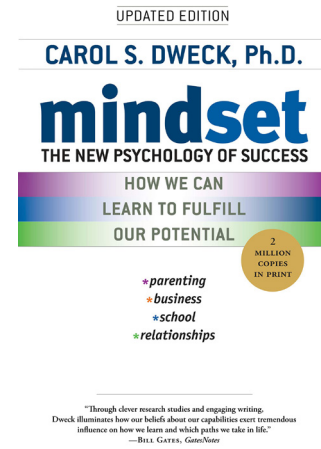
Drive by Daniel H. Pink- Grab this book and learn how to inspire your team members to perform their best. In this bestselling book, the author explains why money isn't always the best way to motivate people. Instead, using real life anecdotes, Pink walks readers through 3 concepts of Autonomy, Mastery & Purpose to enable teams to succeed.

3



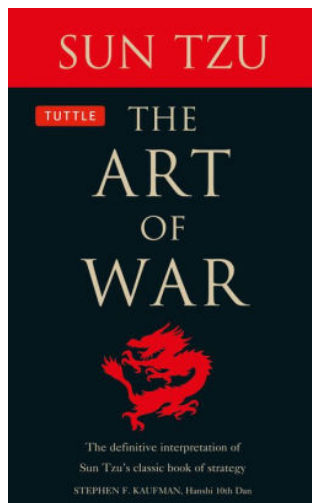
How to win Friends and Influence People by Dale Carnegie- This book is a legend. The renowned investor Warren Buffet has labelled it as one of his favourite books that helped him get through rough times at school. This book offers sound tips on how to persuade others to do what you want.

4



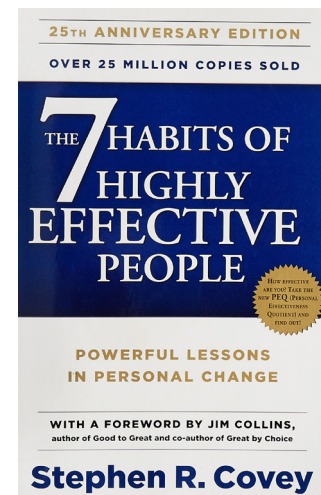
Mindset by Carol Dweck- In this book, Dweck suggests that having a 'growth' mind-set leads to greater success than by having a 'fixed' mind-set. The takeaway for managers is that if you encourage your employees to learn and grow, you will create a remarkable team.

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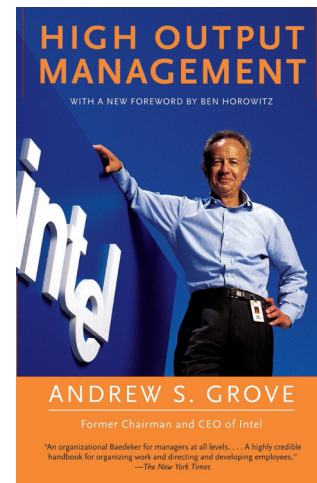
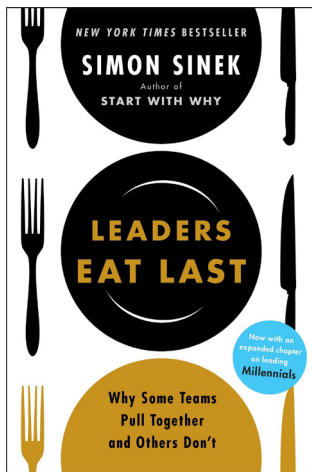


The Art of War by Sun Tzu- This book is a guide to winning at all costs. Composed of 13 chapters, each one is devoted to an aspect of warfare. As a classic book in itself, generations of managers have read the book and internalized its lessons.

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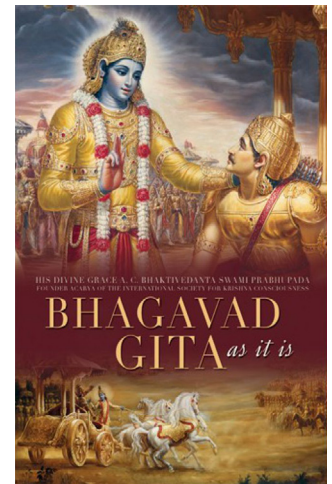
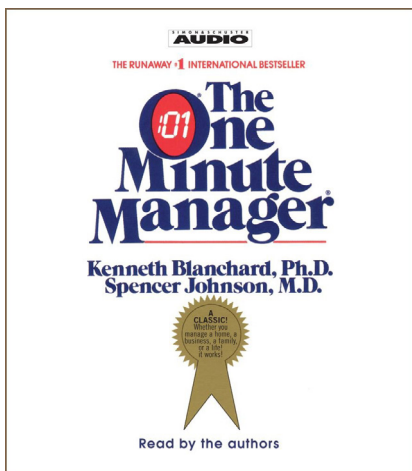


Habits of Highly effective people by Stephen R Covey- This book focuses on self development by learning seven habits that make up a great man. It is taught as a separate course in many management schools.



Leaders Eat Last by Simon Sinek- This book begins with the premise that ultimate organizational responsibility lies with the leader and proceeds to list the benefits of good old-fashioned values like empathy and esprit de corps.

High Output Management by Andrew S. Grove- In this legendary business book, the former chairman and CEO of Intel shares his perspective on how to build and run a company. This book is a bible that every entrepreneur and every manager should look at, read and understand.



One Minute Manager by Ken Blanchard- This book provides three simple tools which each take 60 seconds or less, but can tremendously improve how managers do their job: getting people to stay motivated, happy and deliver great work.

Bhagavad Gita- This sacred text written thousands of years ago enlightens us on all managerial techniques leading us towards a harmonious and blissful state of affairs in place of conflict, tensions, poor productivity, and absence of motivation and so on. The modern concepts of vision, leadership, excellence in work, decision making are all discussed in Bhagavad Gita.

TOP 10 TRAINING

NEEDS FOR FIRST TIME MANAGERS

60%

of new managers underperform during their first two years (Source: Ken Blanchard study). They usually do not have the benefit of “years of managerial experience” behind them, and therefore, they find it challenging to navigate through their new role. To make it easy for first time managers here are top 10 training needs for first time managers to be better at their jobs:

1

How to Delegate Effectively: In the previous section we learned how delegation can enable a first time manager to get business results. You need to train your managers on the art of successful delegation, which is the first step to prepare them for managerial role.

2

Be good at communication: Communication is the key when it comes to being a good leader. How to give right instructions, do expectations setting, conduct review meetings and give feedback, all requires great communication skills. Invest in your managers by making them undergo a training session on how to be great at communication.

3

Problem Solving Capabilities: New managers encounter new sets of problems at different turns throughout their journey. Being better equipped with few tools on how to solve problems can come handy in here.

4

Decision Making: New managers encounter new sets of problems at different turns throughout their journey. Being better equipped with few tools on how to solve problems can come handy in here.

5

Conflict Management: Handling a team of varied personalities with different background and aspirations is a herculean task. Balance and harmony in a team is also must for the team to function properly. Here comes the onus on the new manager to ensure that he is able to keep conflict at bay within the team. Thus calls for a training session on Conflict Management.

6

Visual Appearance & Positive Body Language: It takes just 7 seconds for you to create a First Impression which most of the times is your last impression as well. You must nail it right! Your outer appearance and your body language speak volumes about you before you even utter a word. Learn the art of dressing right and using power body language to your advantage to move up your career ladder.

7

How to Network Right: Does your heart start to beat faster, palms get sweaty and you find yourself at loss of words at a networking event? Well, however you might deny; but networking right is going to be one of the crucial skills that you need to possess to go far. It's better to start early! Enrol yourself in a networking session, learn the art and get straight to practice.

8

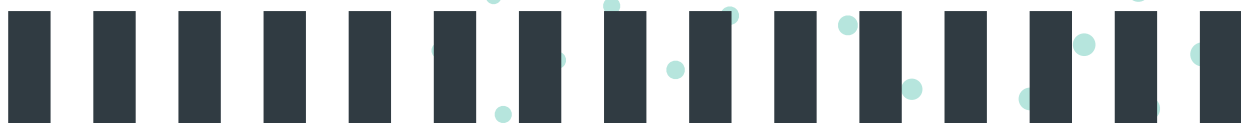
Time Management: With so many things to handle; you will now be living on the edge most of the times. Managing your meetings with your boss, handling team issues, meeting deadlines, setting priorities- everything is going to take your time. Suddenly 24 hours might start looking less to you! Well, invest in a good time management training session to ensure that you keep any of the balls from dropping.

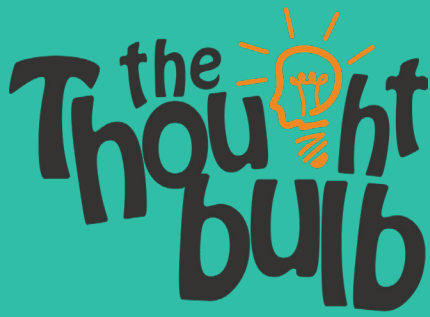
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How to give effective feedback: It is one thing to listen to feedback, it is totally another to give feedback! As a new manager, you need to be mindful of every word that you utter and the impact that it leaves on the listener. By the way, did I tell you being a good listener comes bundled up with the package of giving good feedback? You better learn the art of giving effective feedback to be successful as a manager.

10

Be a good motivator: As a new manager, you will have to wear several hats, one of them being a motivator. Your team's morale and productivity depends on the happiness quotient of the team. And let us face it, everybody does not get motivated by the same rose! Hence, as a manager, you need to ensure that you are able to strike the right balance within the team and also keep yourself motivated at all times as the flag bearer.





THOUGHT BULB'S SIGNATURE WORKSHOPS FOR FIRST TIME MANAGERS



Business Simulation Programs for First Time Managers:

- a. Experience what it takes to make real time management decisions.
- b. Figure out the steps you must take to collaborate with other teams.
- c. Discover the power of critical thinking in managing business projects.



Executive Presence Workshops:

- a. Learn the art of making the right first impressions with stakeholders.
- b. Develop a growth mind-set to conquer the changing business world.
- c. Acquaint yourself with the power of words to inspire your team.



Influencing without Authority:

- a. Art of influencing your team without the use of positional power.
- b. Mapping out your influence map to network right in the business context.
- c. Power of managing up and across in the organization.



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