

New Manager Workbook



THINKINGFOCUS

Introduction

Managers play a crucial role in the development of people and the organisation. It is essential to give new managers the best start when they embark on a new role. The New Manager Playbook and this New Manager Workbook are core ingredients for setting new managers up for success in areas that are often overlooked by organisations.

More than two in five employees have left a job because of a bad manager, a poll has found, as experts warn of the “abundantly clear” cost of poor management.

A survey of 2,100 UK employees, conducted by Visier, found that 43 per cent of workers have left a job at some point in their career because of their manager.

The poll also found that more than half (53 per cent) of those considering leaving their jobs say that they were looking to change roles because of their manager.

Source: **People Management**

This workbook sits alongside the [New Manager Playbook](#), also available here:

<https://thinkingfocus.aflip.in/NewManagerPlaybook>

After reading through the New Manager Playbook and watching the instructional content, this workbook will enable you to put into practice what you have learned.

The videos provide background, context, and guidance; putting these concepts into practice is an ideal way to embed the learning content in each video.



Contents



How to use
this book

03

Mindset

04

Learn

05

Evaluate - Team 'Why'

06

Evaluate - Team 'What'

07

Evaluate - Team Capability

08

Adjust

09

Reflection

10

Planning

11

New Manager Checklist

12

About Thinking Focus

This workbook sits alongside the New Manager Playbook, also available here available here:

<https://thinkingfocus.aflip.in/NewManagerPlaybook>

After reading through the New Manager Playbook and watching the instructional content, this workbook will enable you to put into practice what you have learned.

The videos provide background, context, and guidance; putting these concepts into practice is an ideal way to embed the learning content in each video.

All templates are downloadable here: <https://bit.ly/newmanagerplaybooktemplates>



SCAN ME

Over 100,000 workplace interviews found that managers account for at least 70% of the variability in team engagement levels.

Source: **Gallup**



Mindset

Turn unhelpful thoughts into helpful thoughts in three easy steps.

Notice your thinking - capture your thoughts in this box and highlight your unhelpful thoughts

Reframe your unhelpful thinking as a question focused on achieving a positive outcome

Examples:

How could I be more...?

How could I become...?

What could I do to be...?

How could I improve...?

Focus: answer your questions; look for more helpful outcomes, and note them here:



Learn

Explore the current reality of the situation.

What do you want from your line manager?

	<p>Consider:</p> <p>What support do you want? How do you want to receive feedback? How do you want to receive praise? How will you let them know when you're unhappy?</p>
--	---

What are you walking in to?

	<p>Consider:</p> <p>How has your position come about? (someone promoted, left, fired, or is it a new team) How have the team performed up to this point?</p>
--	--

Evaluate your team's performance.

	<p>Consider:</p> <p>Their goals</p> <ul style="list-style-type: none">• On-plan/off-plan• Aligned to the organisation• Help required?• Redefine the goals?
--	---



Evaluate

Test your team's 'why'

Why do your team exist?

	<p>Consider:</p> <p>What would happen if they didn't exist? What do they enable the business to do?</p>
--	---

What value do they add to the organisation?

	<p>Consider:</p> <p>How does what your team do add value to the organisation? What added value does your team bring?</p>
--	--

Why do your team come to work?

	<p>Consider:</p> <p>What motivates your team to give their best every day? How do they connect to the work they do? How does what they do help the business?</p>
--	--



Evaluate

Test your team's 'what'

Evaluate each team goal and test for robustness, place a tick in the box if the answer is 'yes'.

Team Goal	1	2	3	4	5
Goal is specific	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal is measurable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal is timebound	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal is achievable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal is relevant to the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Where your goals have a cross in the checkbox, use SMART to redefine goals that need to be smartened up, write down which goals need attention below:



Evaluate

Team Assessment

Evaluate each team member; place a tick in the box if the answer is 'yes'.

Team Member	1	2	3	4	5
Has the knowledge to succeed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the skills to succeed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the tools and environment to succeed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the mindset and attitude to succeed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Identify where your team members need support or help, and define a development plan with them. Use SMART to create a clear plan for each team member.



<https://youtu.be/sp3czYMjX4g>



Adjust

Redefining goals or defining development goals.

SMART Goals

By _____ (date), I will _____

_____ (what specifically?)

This will be measured by _____

Relevance to the business:

Relevance to you/your team:

Belief level (1/10):

1. 2. 3. 4. 5. 6. 7. 8. 9. 10.



Review learnings and realisations

Reflection

What have I learnt (about me, my team, the situation)?

What

What...

- is the situation?
- is the underlying cause?
- has gone well?
- has not gone well?
- happened?

Who did what?

So What does that mean (for me, for my team, impact and consequences)?

So what

- What are the consequences?
- What was the impact on others?
- What caused this to happen?
- What did this make you think?

Now What needs to change or be different (for me, for my team, for the situation)?

Now what

What needs to change:

- behaviours
- processes
- communication

Now what...

- should you/they do now?
- should you/they do in the future?
- learning can you/they take?

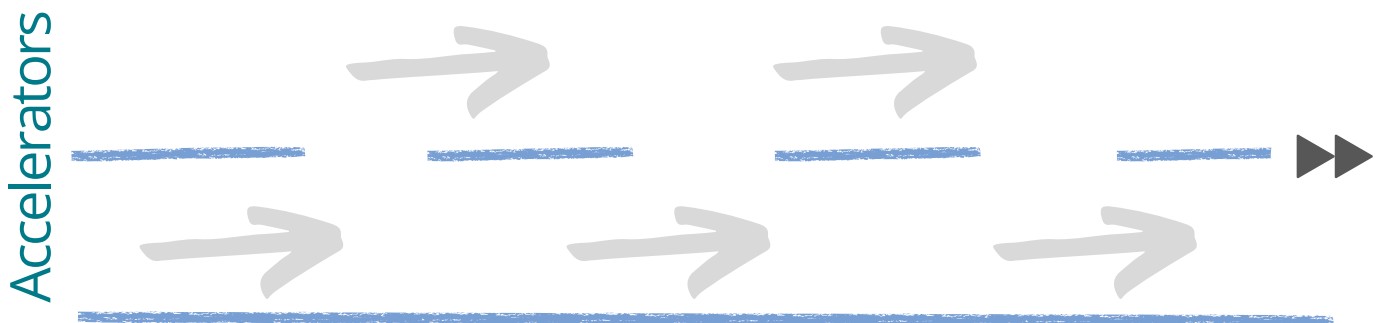


Planning

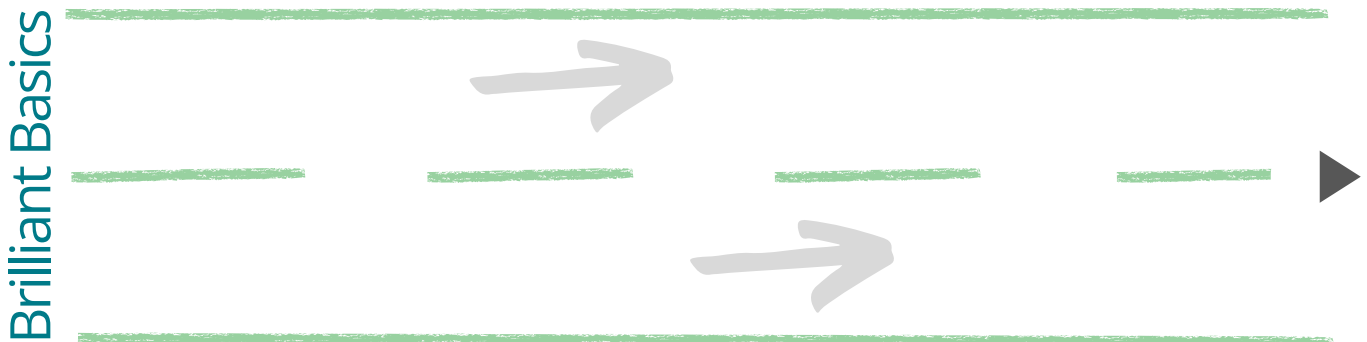
Focus on what matters

Taking on a new role can be daunting, especially when thinking about everything you must do to succeed. One way to simplify things is to categorise your activities into one of three lanes, and place all your focus on the middle lane.

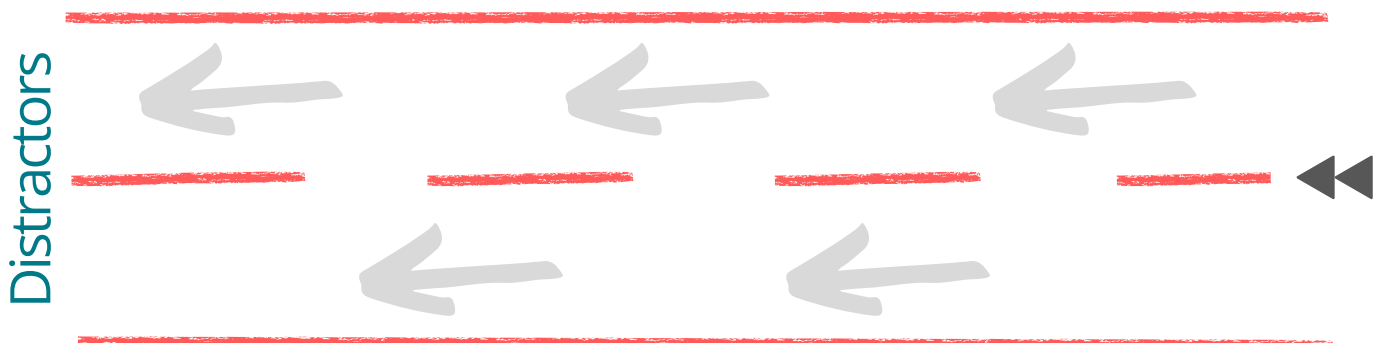
CARE: These *could* move you forward quickly but carry a huge risk of pay off and could distract.



DO: These are what you get paid for, do them well and consistently - avoid being taken off task!



AVOID: These hold you up, take you off task, suck time and resource from your Brilliant Basics





NEW MANAGER CHECKLIST



LEARN

- I know what is expected of me
- I have agreed how best to work with my line manager
- I know who is in my team, what they do and challenges they face
- I understand the current reality of my team and their



EVALUATE

- I know why we exist as a team and the value we bring to the organisation
- I know what we are trying to achieve and the value it adds to the business.
- I know where my team gaps are - knowledge, skills, tools and mindset
- I know what is preventing us from delivering at the next level



ADJUST

- My team each know what is expected of them and they of me
- My team each know their goals, why they're important and have the belief they can
- My team are working on the right things at the right time in the right way
- My team and I know what is preventing us from delivering at the next level



PERFORM

- I reflect regularly to aid my learning and growth
- I provide timely feedback and coach my team to continually improve
- I hold disciplined and focused meetings to drive my team forward
- I hold people to account, addressing performance issues quickly



About Thinking Focus

At Thinking Focus, we believe that teams and business units underperform, not by choice but often because of organisational or self-imposed constraints.

Recognising that interference, real or perceived, is the key to unlocking a company's true potential. By enabling people to think and work differently by defining a clear and shared vision, Thinking Focus unlocks productivity, implements change and delivers sustainable results.

Thinking Focus works with teams and business units in organisations worldwide, helping them achieve breakthroughs by enabling them to think differently. Our clients range from medium-sized enterprises to divisions of blue-chip multinationals.

Working with teams on a specific issue or across a business unit to drive productivity, we tailor the approach to deliver the desired outcome. We challenge teams to deliver accelerated behavioural change and performance improvements.

We understand the importance of a helpful, possibility mindset. So, we offer resources and support to help you cultivate the mindset you need to succeed. We develop practical tips and strategies from programmes, breakthrough workshops, coaching, and even gamification. We take complex theories and develop mental models that can be applied simply yet impactfully in the workplace.

So, what do we bring to the table?

The short answer - we will unlock the potential within your company. We partner with you to develop a high-performance environment and provide the tools to create change and drive success. While it is often hard to measure ROI, it is critical to our mutual success.

Not only do we work to recapture our client's initial investment, our clients consistently see returns on that investment many times over.

We:

- Engage, equip and enable you to achieve the personal and business outcomes you want.
- Empower your team by transferring knowledge, skills and a robust toolkit...allowing you to continue to deliver time and time again, long after we're gone.
- Challenge you to be better.
- Partner with you and own your goals whilst we are engaged with you.

Remember, your mindset is the cornerstone for everything you do or try to do. With the right mindset, you can achieve anything you set your mind to.

So, let us help you build a positive, growth-oriented mindset and unlock your full potential!

hello@thinkingfocus.com

www.thinkingfocus.com



Thinking Focus
20-22 Wenlock Road
London
N1 7GU

hello@thinkingfocus.com
+44 (0) 333 939 8606

THINKINGFOCUS