

# FIRST-TIME MANAGER

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Essential Skills from

The **New**  
**01** **One**  
**Minute**  
**Manager**<sup>®</sup>

SAMPLE  
do not duplicate



# Getting Started

Take a few minutes to record some real-world situations you will be addressing in the session today.

- If you are a manager, think about different members of your team as you respond to the items below.
  - If you are not yet a manager, think of what you might address with a coworker.
1. Goal Setting Conversation: Record a new goal you want to get one of your people started on.
  3. Redirecting Conversation: Record someone's behavior or action that you feel isn't on track with the goal.

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2. Praising Conversation: Record a behavior or action you observed from that person or someone else that is worthy of recognition.
4. Wrapping Up Conversation: Record a goal, project, or milestone that someone has recently completed.

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# Life as a Manager

When individual contributors become managers, they face some jarring and important differences in their work life.

## Different Focus

- What goals do managers focus on?

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## Different Relationships

- How might your work relationships change when you are promoted?

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## Different Impact

- What broader and deeper impact do managers have?

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# Your Transition

1. What are, or were, your greatest concerns about becoming a manager for the first time?

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2. What were the surprises you encountered when you made the transition into management? If you aren't currently managing others, what do you think will be an adjustment when you first have direct reports?

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3. What do you know now that you wish you'd known then?

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When **moving** from individual contributor to **manager**,  
a new **mind-set** and **skill set** are required.

# The Promotion

- What did you see that indicates changes in Gabriella's focus, relationships, and impact?

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- What are some ideas to help transition to the mind-set of a manager?

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# The Four Core Conversations



To succeed sooner,  
managers must be both  
results oriented and people oriented.

—Ken Blanchard

# The Four Essential Skills

These skills are useful in every conversation and are essential to the Four Core Conversations.



## Listen to Learn

Set aside distractions and concentrate on understanding all that is being expressed.

- Be present
- Focus on what the other person is saying
- Respond so others feel heard and valued



## Inquire for Insight

Ask questions that draw out insights and ideas from the other person.

- Ask open-ended questions
- Focus on moving forward, not on the past
- Use “what” and “how” rather than “why”



## Tell *Your Truth*

Share relevant information.

- Be brave, honest, and respectful
- Be open to other perspectives
- Avoid blame or judgment as you focus on forward movement



## Express Confidence

Build self-assurance and enthusiasm.

- Highlight relevant qualities or skills
- Cite previous successes
- Offer support as needed

# Your Praising Conversation

## Praising

- Immediate and incremental
- Specific about the behavior
- Reflection encouraged

Record feedback from your partner to make it better:

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# Praising Conversations Guide

Before	Plan	
During	Focus and Discuss	
After	Reflect	

**Before**

**Plan**

- What is the goal?
- Identify the positive behaviors as specifically as possible. Consider:
  - What is the purpose of this conversation?
  - What is my intent?
  - What do I know about the person?

**During**

**Connect**

- Greet the person and set a positive tone
- Communicate the praising in as much detail as possible

**Focus and Discuss**

- Discuss how the behavior is helping to achieve the goal
- Encourage the person to reflect on the accomplishment

**Review**

- Express confidence and encourage continued good work

**After**

**Reflect**

- Learn from the conversation
  - How useful was this conversation?
  - What did I learn that can be used moving forward?
  - What do I think this person will say about this conversation at dinner tonight?