

# New Manager Fundamentals

with Todd Dewett

## Course Outline

**Directions:** Use this course outline to take notes while you watch the course.

# Introduction

## Becoming a Leader

1. Leadership is a set of \_\_\_\_\_.
2. \_\_\_\_\_ does not equal leadership.
3. Leadership is: \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.
4. Great leaders add \_\_\_\_\_ and \_\_\_\_\_ others.
5. Great leaders \_\_\_\_\_ others to greatness.



## Chapter 1. Surviving the First Month

### 01. Establishing your identity as a manager

1. The three main activities are: \_\_\_\_\_ like a leader; develop \_\_\_\_\_ relationships; and stay \_\_\_\_\_.
2. Leaders are obligated to the \_\_\_\_\_ more than any one \_\_\_\_\_.
3. Allocate 5-10% of your day to informally \_\_\_\_\_ with your team.



### 02. Clarifying performance expectations

1. Clarify your boss's \_\_\_\_\_ of you.
2. What are 2 things you should discuss with your boss?
  - a.
  - b.
3. What are 3 things you should discuss when meeting with your team?
  - a.
  - b.
  - c.

4. How do you clarify team goals?

5. What are some popular team norms?

### 03. Feeding your learning curve

1. What are a few ways that you can feed your learning curve?

## Chapter 2. Connecting with the Team

### 01. Building initial rapport

1. Building rapport means connecting on a \_\_\_\_\_ level.

2. \_\_\_\_\_ is assuming that others think and feel the way you do.



3. Your team wants to be \_\_\_\_\_ and \_\_\_\_\_.

4. See your team as \_\_\_\_\_ not just \_\_\_\_\_.



5. What are a few ways you can show respect and appreciation to your team?

### 02. Explaining your decision-making style

1. List the three basic ways of making decisions:


2. Research suggests that the best overall decision is to rely heavily on the \_\_\_\_\_ approach.

3. \_\_\_\_\_ make(s) your decisions seem more just, acceptable, and transparent.



4. Own your \_\_\_\_\_ instead of blaming others.

### 03. Breaking the status bubble

1. Your \_\_\_\_\_ may make it challenging for  employees to communicate with you due to self-censorship or fear of not meeting your expectations.

2. Openly \_\_\_\_\_ your status with the team.

3. Seek \_\_\_\_\_ about your performance.

4. \_\_\_\_\_ at yourself. It will make you more approachable.

5. Encourage positive \_\_\_\_\_.

6. Show genuine \_\_\_\_\_.



## Chapter 3. Building Trust

### 01. Signaling fairness and integrity

List a few ways you can build trust and demonstrate integrity:

### 02. Becoming a servant leader

1. Servant leadership means serving the people you lead in order to \_\_\_\_\_ and \_\_\_\_\_ them.

2. What are 5 behaviors that will help you become a successful servant leader?

a.

b.

c.

d.

e.

### 03. Increasing your authenticity

1. What does it mean to be authentic?



2. Share your \_\_\_\_\_ not just your successes.

3. What are a few ways you can show humility?



## Chapter 4. Communicating Effectively

### 01. Communicating proactively

1. What are a few tactics you can use to be a proactive communicator?

### 02. Understanding communication options

1. Choose the \_\_\_\_\_ quality option of communication in order to be understood.
2. What are 2 main reasons people use or abuse email communication?
  - a.
  - b.
3. What is the best option for communication?

### 03. Making feedback work

1. What are some qualities of good feedback?
2. What are some ways you can deliver feedback so that it is most successful?

## Chapter 5. Creating productive meetings

### 01. Knowing when to call a meeting

1. When in doubt \_\_\_\_\_ call a meeting.
2. What are 5 good reasons for calling a meeting?
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_
  - e. \_\_\_\_\_

### 02. Deciding who should attend

1. For meetings, invite the \_\_\_\_\_ number to get the job done.
2. What are the 3 main types of people to invite to a meeting?
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
3. What are the 3 types of people that are “not invited” to a meeting?

### 03. Effective meeting rules

Rule #1: Arrive \_\_\_\_\_ and \_\_\_\_\_.

Rule #2: Clarify meeting \_\_\_\_\_ and \_\_\_\_\_.

Rule # 3: Be critical, but be \_\_\_\_\_.

Rule #4: No \_\_\_\_\_ others.

Rule #5: No unnecessary \_\_\_\_\_.

### 04. Meeting tools and roles

1. Notes about an agenda:

2. What is a parking lot?
3. Notes about Homework:
4. What are the 3 most important roles to have a productive meeting?
5. What are some things to have clear agreement on when ending a meeting?

## Chapter 6. Using Authority Successfully

### 01. Asserting your authority

1. \_\_\_\_\_ is the legitimate right to exercise influence and make decisions.
2. Tips for using authority effectively:
  - a. Start \_\_\_\_\_
  - b. Co-opt key \_\_\_\_\_
  - c. Make a \_\_\_\_\_ change.

### 02. Looking back to move forward

1. Your ability to move your team forward has a lot to do with your ability to \_\_\_\_\_.
2. What are 4 important things to learn about the team's history?
  - a.
  - b.
  - c.
  - d.
3. What is team culture?

### 03. Developing a lieutenant

1. What are 5 ways that a lieutenant can help you manage your team?
  - a.
  - b.
  - c.
  - d.
  - e.
2. What are 3 things that a lieutenant is not?
  - a.
  - b.
  - c.
3. What are some ways that you can develop a lieutenant?

## Conclusion

### 01. Coping successfully with your transition

1. What are a few ways that you can deal with the stress from taking on a new management position?