

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.

d.

b.

e.

c.



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?