

Developing New Managers

Training Material



Module One: Getting Started

- Effective, high quality management is key to the success of an organisation. Whatever your sector, your organisation needs skilled managers to deliver its best. But managers don't just appear out of nowhere, equipped with the skills needed to succeed. Managers need to develop.



The secret to winning is consistent and coherent management.

Tom Landry

Objectives of the workshop

- Discuss strategies for the development of new managers.
- Determine core roles and responsibilities
- Understanding the importance of development continuous development



Module two:

Managers are made, not born

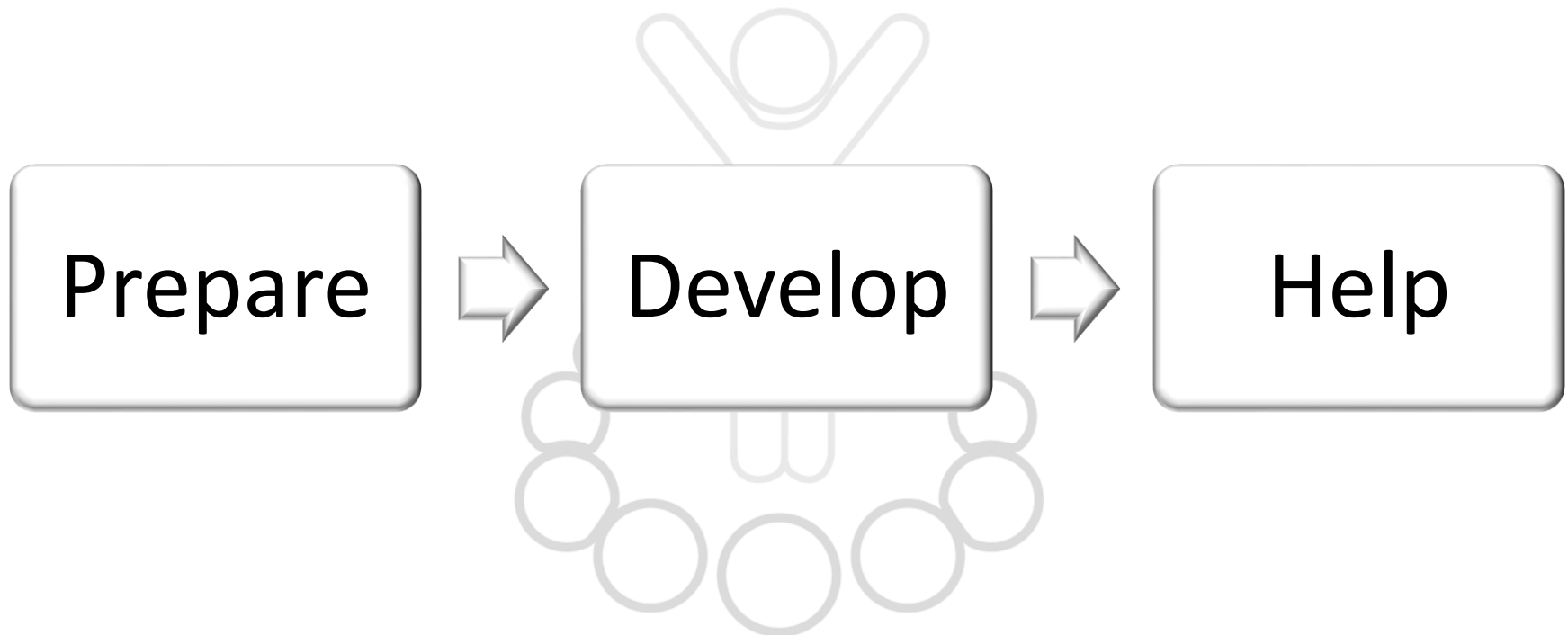
- While it may seem that management skills come naturally to some people, in reality management is a set of skills that can be learned.



I believe that the best training a senior manager can receive is to manage by example.

Carlos Ghosn

Managers need to be developed



Management skills Can be learned

- Time management
- Personnel management
- Interpersonal skills
- Sector-specific competences



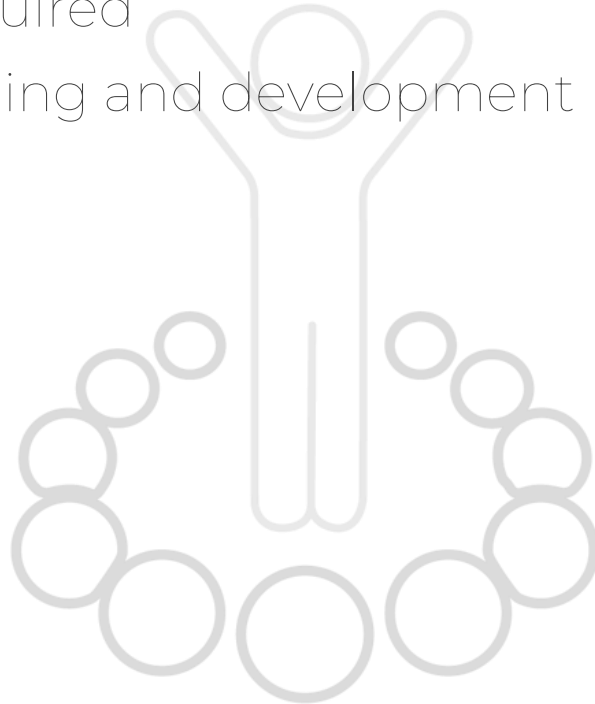
Managers learn if they are managed well.

- Responsiveness
- Investment in employee development
- Personal responsibility
- Speaking clearly and politely
- High demands



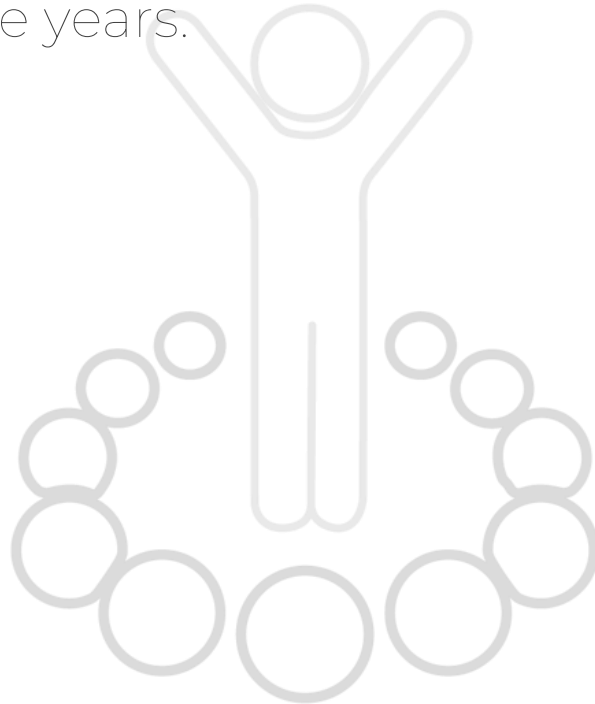
Creating a management channel

- Skills needed
- Experience required
- Necessary training and development



Practical illustration

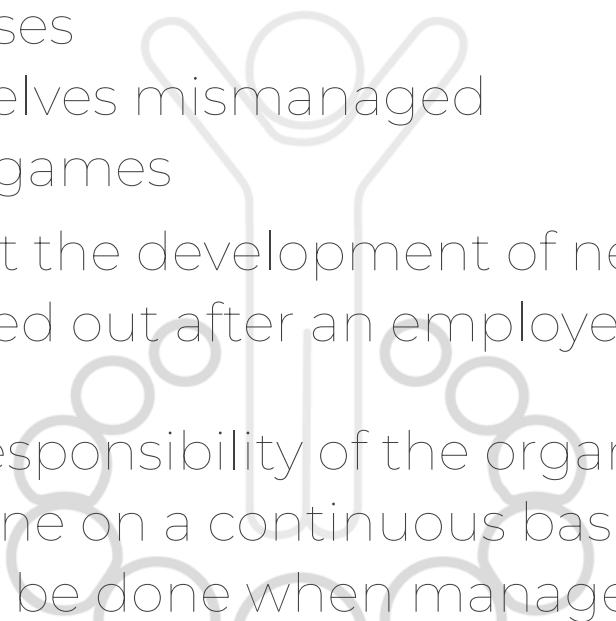
- Serena had been working in her organisation for five years.



Module two: Review questions

1. Which of the following is true about management skills?
 - a) Some skills are easier for some people
 - b) You can learn
 - c) They are always being developed and refined
 - d) All these
2. What is the case for managers?
 - a) are born
 - b) They are manufactured
 - c) People are either management material or they are not.
 - d) None of these

Module two: Review questions

- 
- A faint, light gray background graphic of a person with arms raised, composed of circles and lines, is centered behind the text.
3. How do most managers say they learned to lead well?
 - a) Managing themselves well
 - b) Training courses
 - c) Being themselves mismanaged
 - d) Role-playing games
 4. What is true about the development of new managers?
 - a) Must be carried out after an employee assumes a function.
 - b) It is not the responsibility of the organisation
 - c) It must be done on a continuous basis
 - d) It should only be done when managers have difficulties

Module two: Review questions

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- A faint, light gray background graphic of a person with arms raised, composed of circles and lines, is centered behind the text.
5. Why is it so difficult for new managers?
- a) Lack of potential
 - b) Underdevelopment
 - c) Incompetence
 - d) Stress
6. How does the development of new managers benefit the organisation as a whole?
- a) It prepares employees for the transition to new roles, encouraging retention.
 - b) It prepares employees for the transition to new roles by allowing internal rather than external recruitment.
 - c) It prepares employees for successful management roles.
 - d) All of the above

Module two: Review questions

7. Which of the following elements should be included when creating a management pathway?
- a) Training requirements for managers
 - b) Experience requirements for managers
 - c) Typical trajectories through other positions to the directorate
 - d) All of the above
8. How should you communicate the management pathway to employees?
- a) Wait to be asked
 - b) Make it available on the server
 - c) Discuss this with them during annual or other performance reviews.
 - d) None of the above

Module two: Review questions

9. What is the most important thing when training a new manager?

- a) How to offer them development opportunities
- b) Empowering them to take charge of their own professional development
- c) What opportunities can you offer them to showcase their strengths?
- d) All of the above

10. Asking an employee to make the transition from a non-managerial to a managerial position without _____ is a recipe for failure.

- a) Talk it over with them first
- b) Understanding your objectives
- c) Developing your competences
- d) None of the above

Module two: Review questions

1. All but one of the following statements applies to management capabilities.
 - a) Some skills are easier for some people
 - b) You can learn
 - c) They are always being developed and refined
 - d) All of these.
2. What is true for managers?
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 - b) They are manufactured
 - c) People are or are not management material
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Module three:

Creating a management pathway

- Creating a clear management pathway is a vital tool for developing new managers. It provides employees who want to move into management with a guide to the skills, experiences and professional development they will need to become managers.



I got even for all the bad management I had by being a good manager.

Main Victory

Clearly define roles and competences

Interviewing managers and employees



Appearance and job descriptions



Building competences

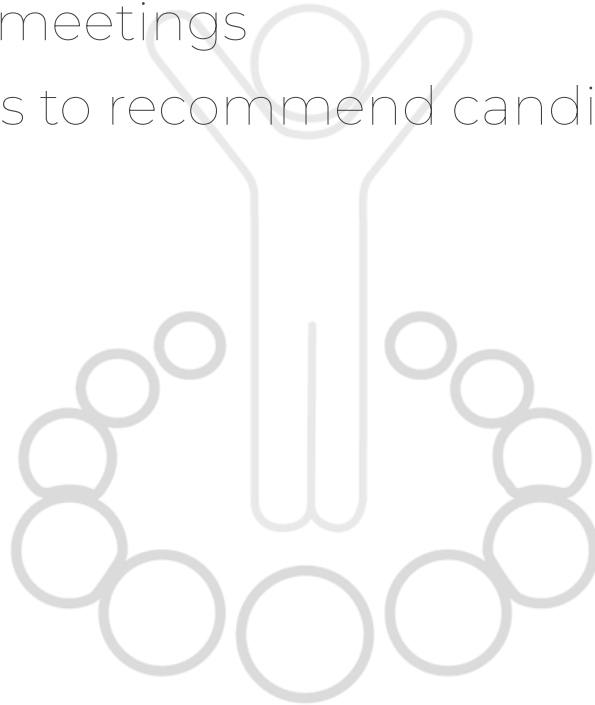
Providing tools

- See roles and competences
- Consult those responsible
- Determine the necessary tools



Identify candidates early

- Discuss the plans in employee reviews.
- Discuss plans in meetings
- Asking managers to recommend candidates



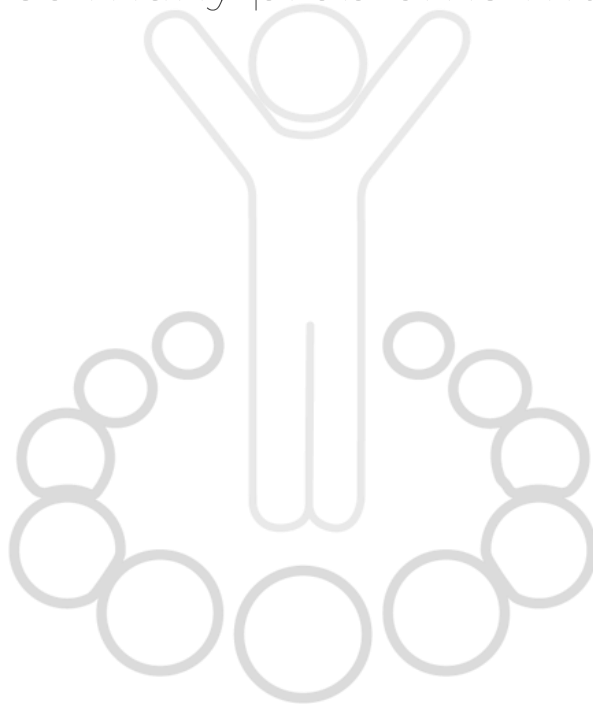
Clearly define the Management pathway

- Create a management tracking package
- Making information accessible
- Informing people about the trail package



Practical illustration

- Oren and Kadidjha were asked to examine why their organisation had so many problems with succession planning.



Module three: Review questions

1. What needs to be clearly defined for new managers?
 - a) Functions and competences
 - b) Incentives
 - c) Sanctions
 - d) None of the above
2. Where can you look for information on the roles and competencies of managers?
 - a) Job descriptions
 - b) Talk to current management
 - c) Reflect on their own managerial experience
 - d) All of the above

Module three: Review questions

3. Which of the following is a useful tool for the development of new managers?
- a) External training
 - b) Internal workshops
 - c) Peer groups
 - d) All of the above
4. Which of the following is true?
- a) Talented managers don't need support tools to succeed
 - b) Motivated managers do not need training
 - c) Tools should only be provided to managers with difficulties.
 - d) Even talented and motivated managers will struggle if they do not have the right tools.

Module three: Review questions

5. What makes a clearly defined management pathway?
- a) It transfers all responsibility for employee development to the individual employee.
 - b) Empowering employees to help drive their professional growth
 - c) Avoid lawsuits
 - d) None of the above
6. When should potential management candidates be identified?
- a) When a manager resigns
 - b) When a new post is created
 - c) When a new post needs to be filled
 - d) As soon as possible

Module three: Review questions

7. Which of the following is a way to identify potential management candidates?
 - a) Annual employee reviews
 - b) Removals of managers and supervisors
 - c) Talk to employees about their goals
 - d) All of the above
8. Once a management channel has been created, what should it do?
 - a) Raising employee awareness
 - b) Discuss it with employees expressing management objectives.
 - c) Available in print or online
 - d) All of the above

Module three: Review questions

9. The creation of _____ is a vital tool for the development of new managers.

- a) A vision board
- b) A management pathway
- c) A and B
- d) Neither A nor B

10. _____ serves to develop employees with management aspirations and potential.

- a) A clear management path
- b) A vision board
- c) SMART Objectives
- d) None of the above

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Module four:

Defining and building competencies

- Taking the time to define the core competencies needed for management, and then creating opportunities to develop and implement them, is a valuable investment in the development of new managers.



A manager is responsible for the application and performance of knowledge.

Peter Drucker

Clearly define Necessary competences

A large orange pyramid is positioned on the left side of the slide. To its right, three white rounded rectangular boxes are stacked vertically, each containing a step in the process of defining competences. The boxes are outlined in orange and have a slight shadow effect.

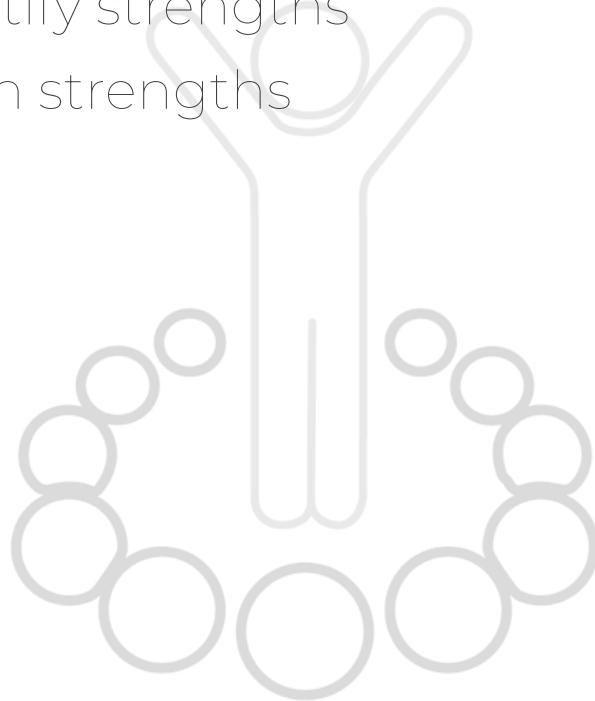
Create a list of
competencies

Make sure they
are measurable

Self-assessing
competences

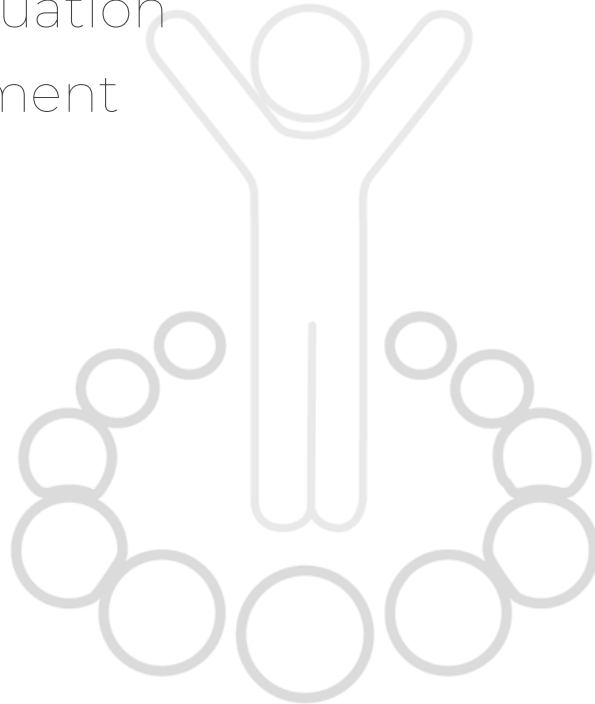
Identifying strengths

- The employee identifies his or her strengths
- Supervisors identify strengths
- Identify your own strengths



Identifying development needs

- Self-assessment
- Supervisor's evaluation
- Personal assessment



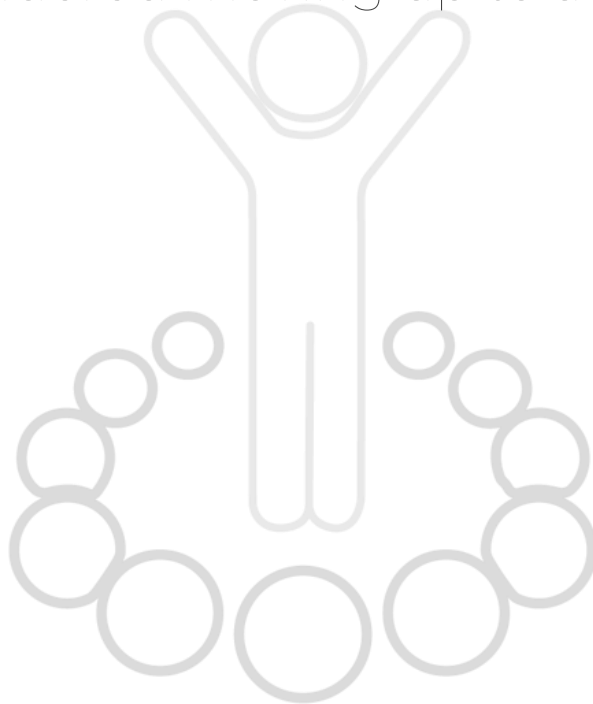
Offering development opportunities

- The employee sets targets
- Assessing progress
- Providing information on tools and programmes



Practical illustration

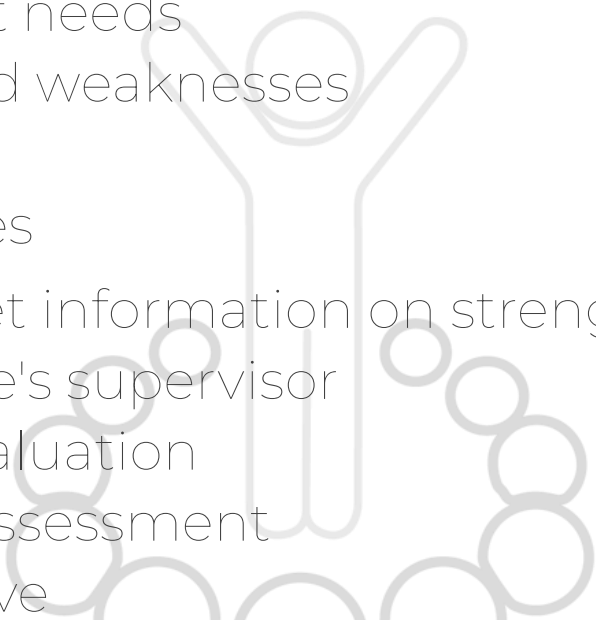
- At his annual review, Mario's supervisor, Chen, asked him if he had ever considered moving up to a management position.



Module Four: Review Questions

1. What should be the first step in creating a governance pathway?
 - a) Identification of competences
 - b) Assignment of results
 - c) Establishing a timetable
 - d) Budget review
2. What does competence identification do?
 - a) It gives a clear idea of the competencies needed by a manager.
 - b) Helping employees to direct their development efforts
 - c) Helping to identify management candidates
 - d) All of the above


Module Four: Review Questions

- 
- A faint, light gray background graphic of a person with arms raised, composed of dots, is centered behind the text.
3. What is the first thing you should identify when working with an employee?
- a) Development needs
 - b) Strengths and weaknesses
 - c) Objectives
 - d) Consequences
4. Where can you get information on strengths?
- a) The employee's supervisor
 - b) Employee evaluation
 - c) Worker self-assessment
 - d) All of the above

Module Four: Review Questions

5. What should you do to identify development needs?
- a) See them as opportunities, not weaknesses.
 - b) As far as possible, tie them to your strengths
 - c) Create a plan to develop these areas
 - d) All of the above
6. Which of the following should development needs be related to?
- a) Professional objectives of the employee
 - b) Employee strengths
 - c) Concrete improvement measures
 - d) All of the above

Module Four: Review Questions

7. The development process should be _____.
- a) Strict
 - b) Strict supervision
 - c) Once
 - d) Ongoing
8. Which of the following is a way to address development needs?
- a) External training
 - b) Tutoring
 - c) Work placements
 - d) All of the above
- 
- A faint, light gray background graphic of a person with arms raised, surrounded by several circles of varying sizes, is centered behind the text.

Module Four: Review Questions

9. Effective managers are born; these skills are always a natural instinct.

- a) True
- b) False

10. What should managers be asked when researching the competencies needed to be a manager?

- a) What a typical day as a manager is like
- b) What kind of challenges they face
- c) What tools are useful in your role
- d) All of the above

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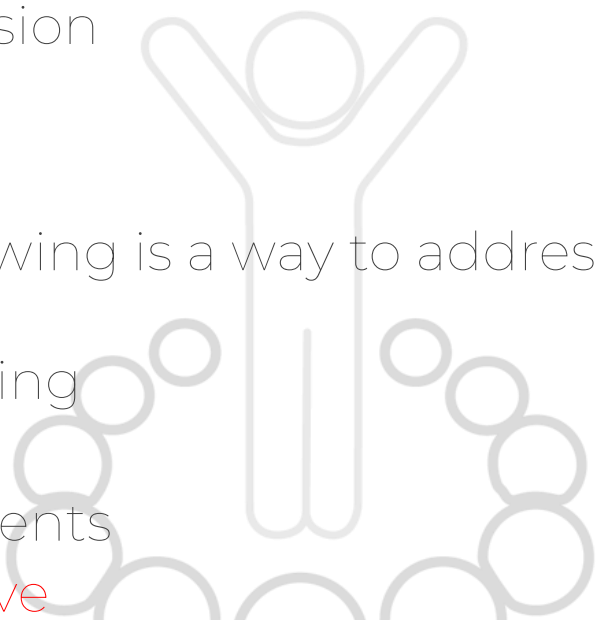
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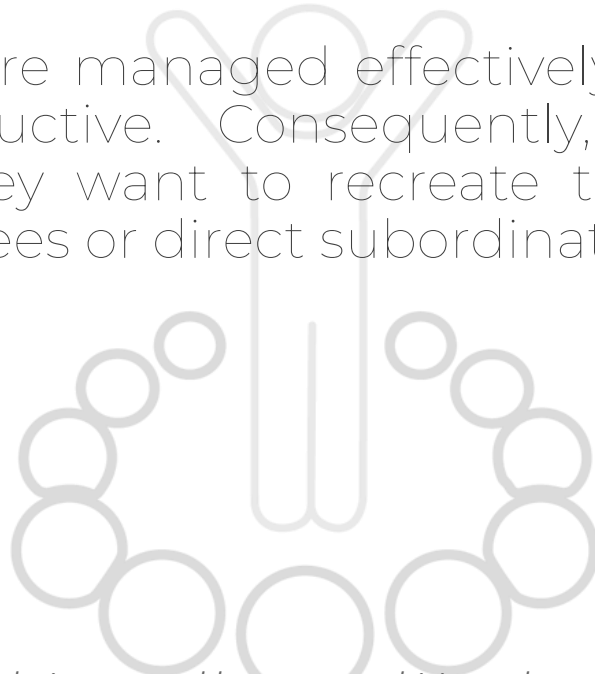
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Module five:

Managers learn by being well led

- Employees who are managed effectively tend to be happier and more productive. Consequently, when they enter management, they want to recreate that environment for their own employees or direct subordinates.



In most cases, being a good boss means hiring talented people and getting out of their way.

Tina Fey

Matching new managers with mentors

Identify senior managers to act as mentors.

Matching employees with mentors

Encourage employees to seek out mentors



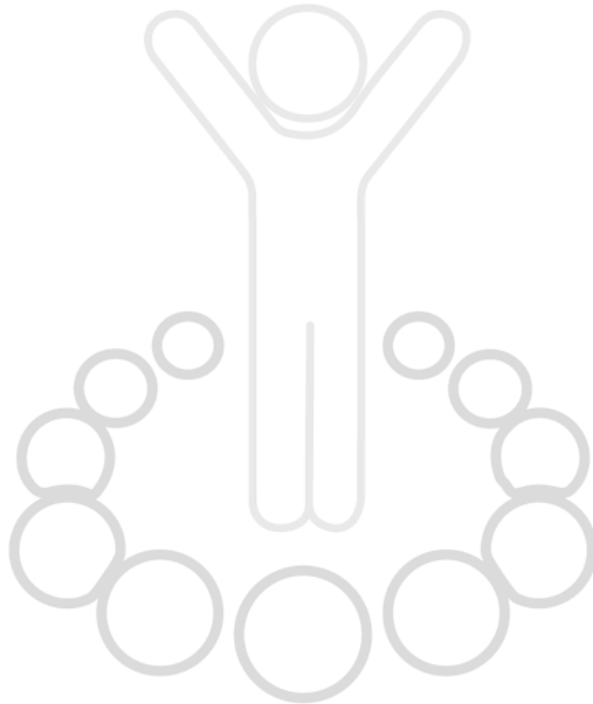
Rewarding effective managers

- Financial rewards
 - This includes increases, etc.
- Incentives
 - This includes holidays, etc.
- Symbolic rewards
 - This includes plates, etc.



Emulating effective managers

- Traits to identify
- Qualities
- Behaviour
- Internships



Create and document Good practices

- Identify management practices that are attractive and motivating.
- Review organisational policies to develop best practices.

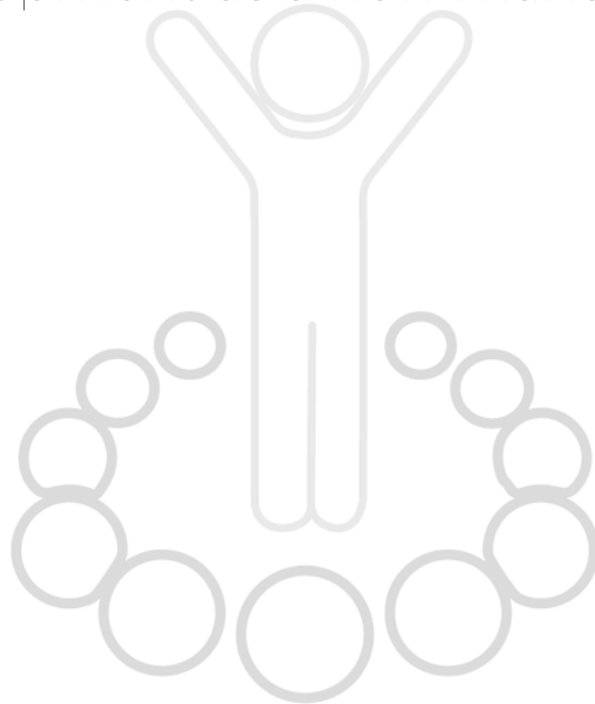


1.....
2.....
3.....
4.....



Practical illustration

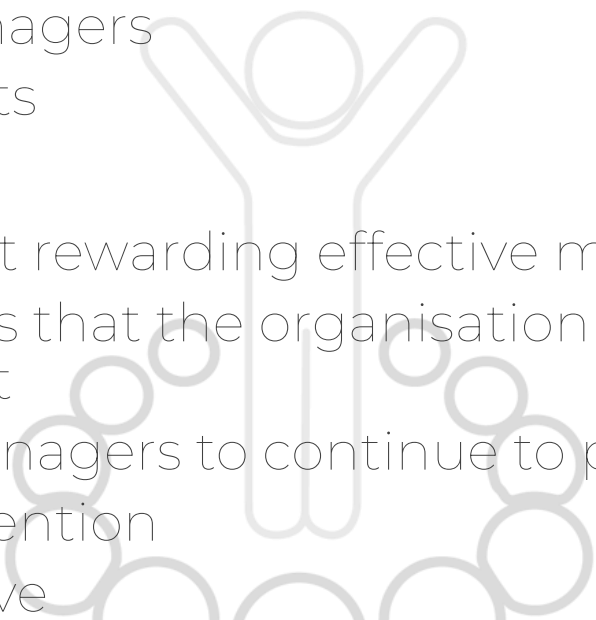
- Carmen had just started working with her mentor, Mia, as part of her development as a new manager.



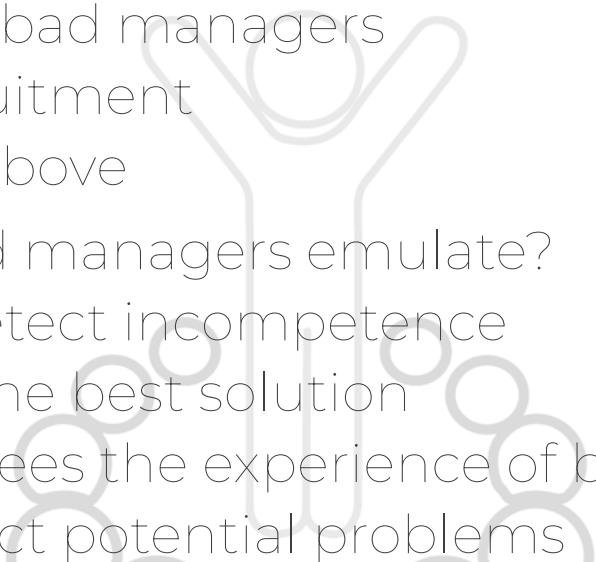
Module Five: Review Questions

1. How do most managers learn to manage well?
 - a) Managing themselves well
 - b) At the business school
 - c) Mismanagement
 - d) None of the above
2. How does being paired with a mentor develop a new manager?
 - a) It gives you the opportunity to see a good manager in action.
 - b) It provides the new manager with someone to emulate.
 - c) Provide the new manager with a support person.
 - d) All of the above

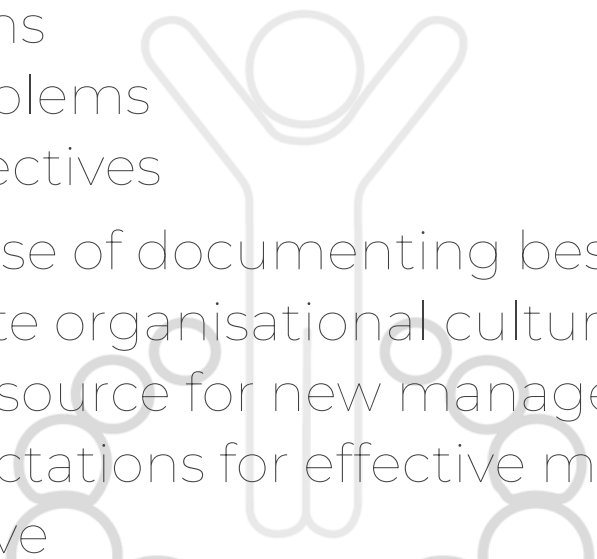
Module Five: Review Questions

- 
- A faint, light gray background graphic depicting a stylized human figure with arms raised, surrounded by a circle of smaller circles, suggesting a group or community.
3. What should it reward?
- a) High sales
 - b) Effective managers
 - c) Win at all costs
 - d) Nothing
4. What is true about rewarding effective managers?
- a) Demonstrates that the organisation values good management
 - b) Motivates managers to continue to perform well
 - c) Promotes retention
 - d) All of the above

Module Five: Review Questions

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- A large, faint, light-gray watermark of a person with arms raised, composed of circles, is centered in the background of the slide.
5. What should be promoted?
- a) Emulation of good managers
 - b) Emulation of bad managers
 - c) External recruitment
 - d) None of the above
6. What makes good managers emulate?
- a) Helping to detect incompetence
 - b) Help to find the best solution
 - c) Gives employees the experience of being well managed
 - d) Helps to detect potential problems

Module Five: Review Questions

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- A faint, light gray background graphic of a person with arms raised, surrounded by a circle of dots, similar to the TOP SOCIAL POWER logo.
7. What needs to be created and documented?
- a) Good practice
 - b) Clear sanctions
 - c) Potential problems
 - d) Financial objectives
8. What is the purpose of documenting best practices?
- a) Helps promote organisational culture
 - b) Serves as a resource for new managers
 - c) Codifies expectations for effective management
 - d) All of the above

Module Five: Review Questions

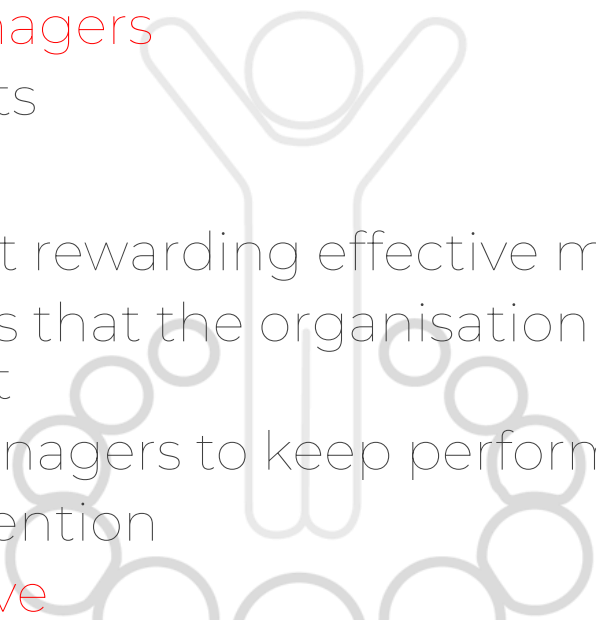
9. What kind of rewards are acceptable?
- a) Finance
 - b) Incentives
 - c) Symbolic
 - d) All of the above
10. A best management practices document should be developed.
- a) True
 - b) False



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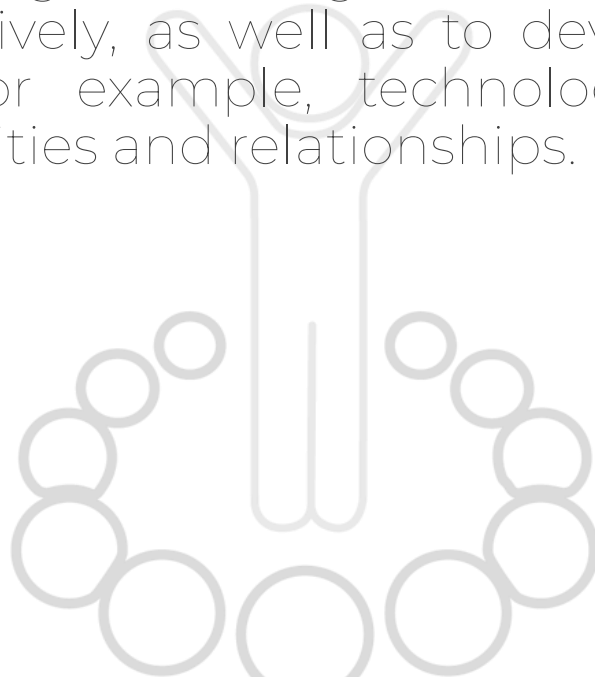
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Module six: Providing tools

- Spend time creating or locating the tools that managers need to manage effectively, as well as to develop their skills and competencies. For example, technology, documents and policies, opportunities and relationships.

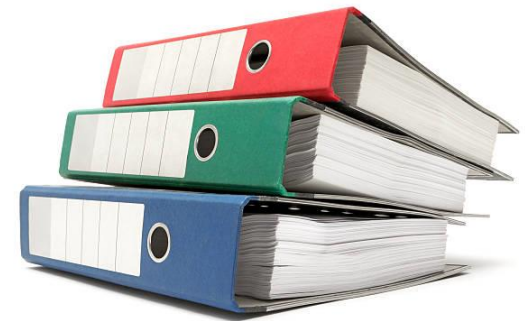
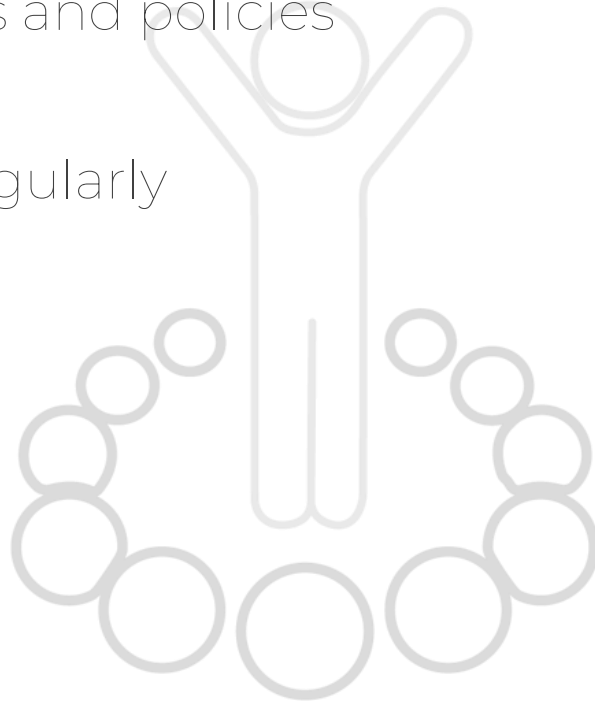


Effective management means always asking the right question.

Robert Heller

Providing manuals and policy documents

- Provide manuals and policies
- Easily accessible
- Update them regularly



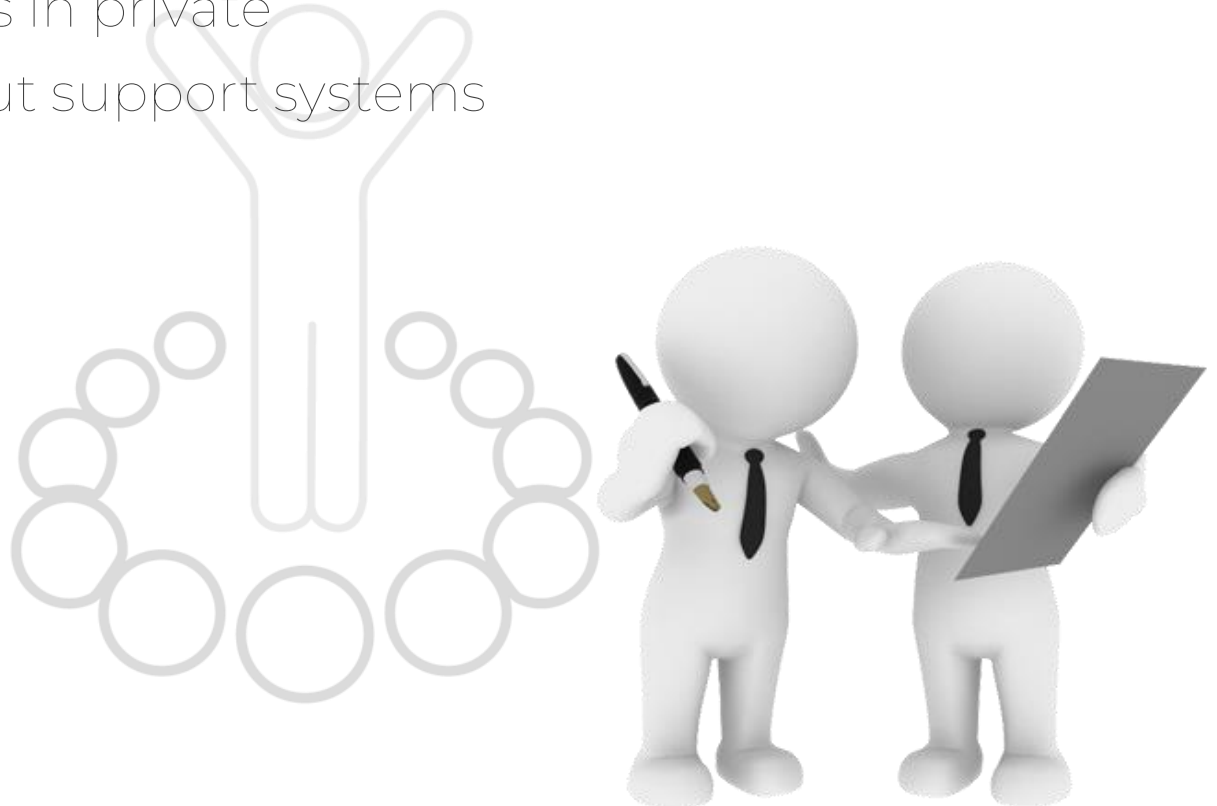
Training new managers

- Clear functions
 - Managers know what authority they have
- Independence
 - Allowing managers to make mistakes and solve problems problems
- Initiative
 - Encouraging managers to express ideas and opinions opinions



Providing support

- Do not doubt the management
- Raise questions in private
- Informing about support systems

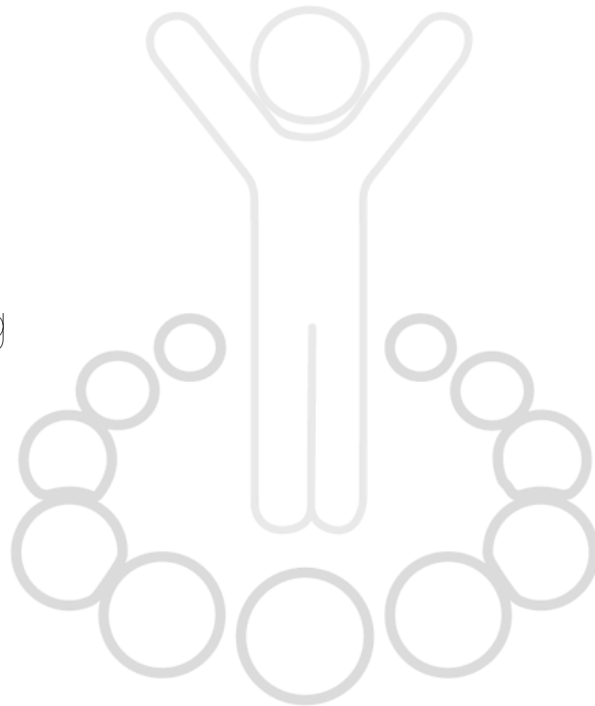


Providing training and development opportunities

In-house training

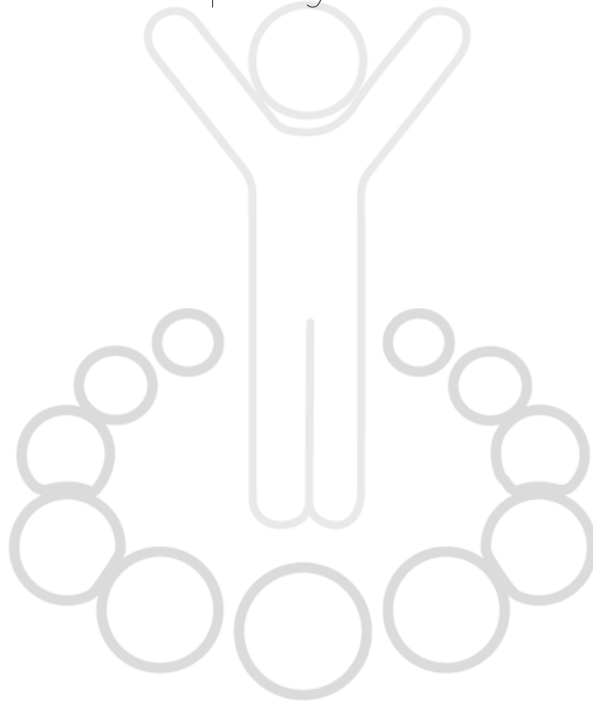
External training

Informal training



Practical illustration

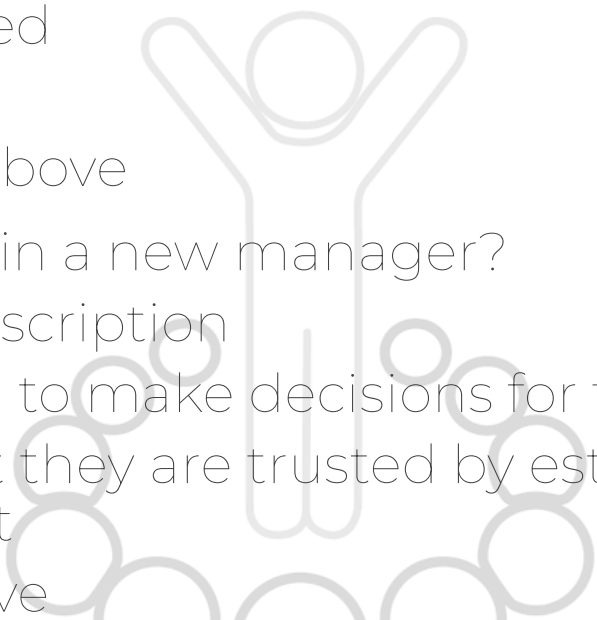
- Working with his supervisor, César started to work on the management of his company.



Module Six: Review Questions

1. What does it have to offer new managers?
 - a) Manuals
 - b) Policy documents
 - c) Development opportunities
 - d) All of the above
2. What do the manuals do?
 - a) Providing a roadmap on how to carry out the day-to-day aspects of a job
 - b) Helping managers solve their own problems
 - c) Providing a guide to organisational culture
 - d) All of the above

Module Six: Review Questions

- 
- A faint, light gray watermark of a stylized person with arms raised, surrounded by a circle of dots, is centered in the background of the slide.
3. New managers should be _____.
- a) Close monitoring
 - b) Micromanaged
 - c) With power
 - d) None of the above
4. What can help train a new manager?
- a) A clear job description
 - b) To be allowed to make decisions for themselves
 - c) Knowing that they are trusted by established management
 - d) All of the above

Module Six: Review Questions

5. What should you do when you disagree with a new boss?
- a) Confronting them in front of employees
 - b) Addressing concerns in private
 - c) Send them off
 - d) None of the above
6. How do many new managers feel about taking on a new position?
- a) Trust
 - b) Relaxed
 - c) Competent
 - d) Nervous



Module Six: Review Questions

7. What is NOT true about training and development?
- a) Only employees with difficulties should be provided with
 - b) All employees must be provided with
 - c) It is an important tool for the development of new managers.
 - d) Must be continuous
8. Which of the following is a possible training and development opportunity for a new manager?
- a) A workshop offered by HR on employee appraisal
 - b) Working with an established manager to develop a budget
 - c) A training on the new payroll software offered by the supplier
 - d) All of the above

Module Six: Review Questions

9. Who benefits from well-trained managers?
- a) The new director
 - b) The organisation they work for
 - c) A and B
 - d) Neither A nor B
10. When should policy documents be made available to managers?
- a) When they ask for help
 - b) ASAP
 - c) As they move to their new position
 - d) None of the above

Module Six: Review Questions

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Module Seven:

Providing support

- When developing a new management development plan, be sure to incorporate some support systems. When support systems exist and are easily accessible, employees are much more likely to access them.



Management is first and foremost a practice in which art, science and craftsmanship come together.

Henry Mintzberg

Encourage peer-to-peer networking

- Formal
 - Employees meet regularly at scheduled events.

Informal

- Employees meet on their own

-

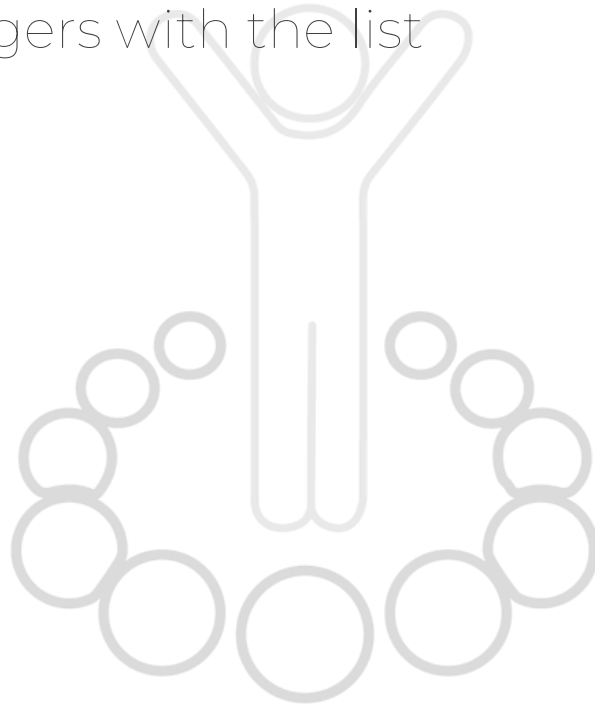
Interdepartmental

- Employees from other departments meet



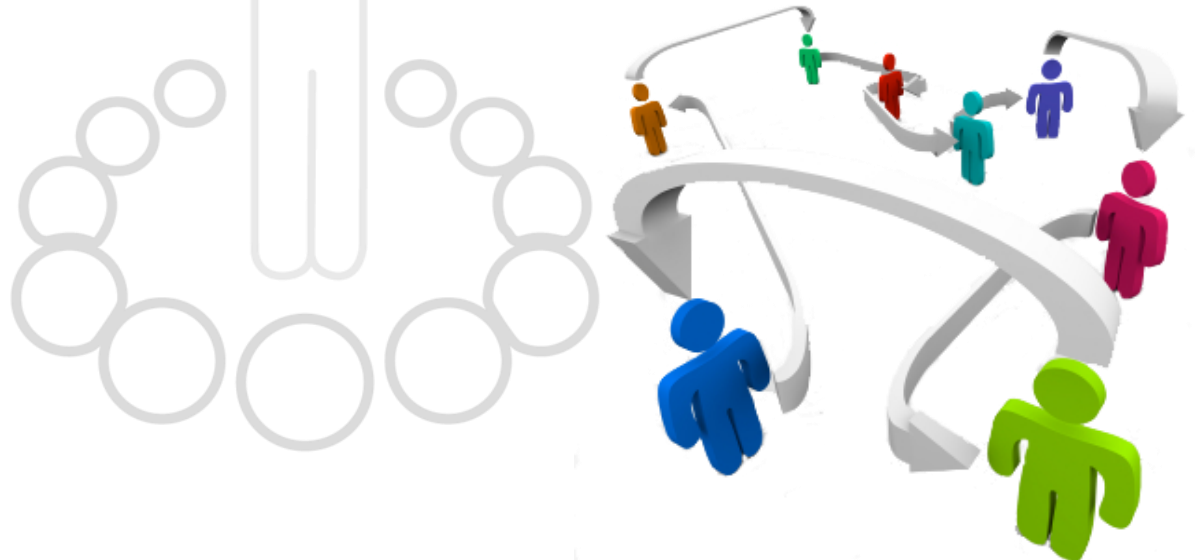
Establishing resource persons

- Identifying experts
- Create a list
- Providing managers with the list



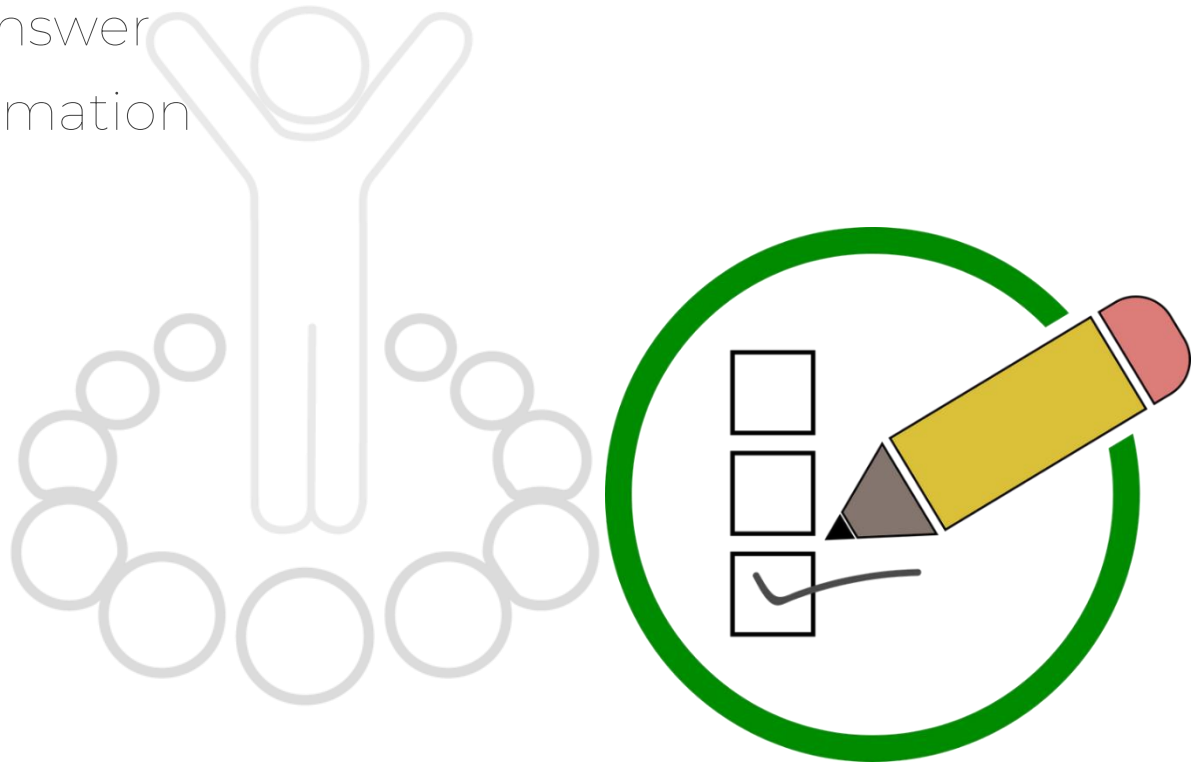
Fostering mentoring relationships

- Identify potential mentors/mentees
- Explaining the role of the tutor/mentor
- Fostering mentoring relationships



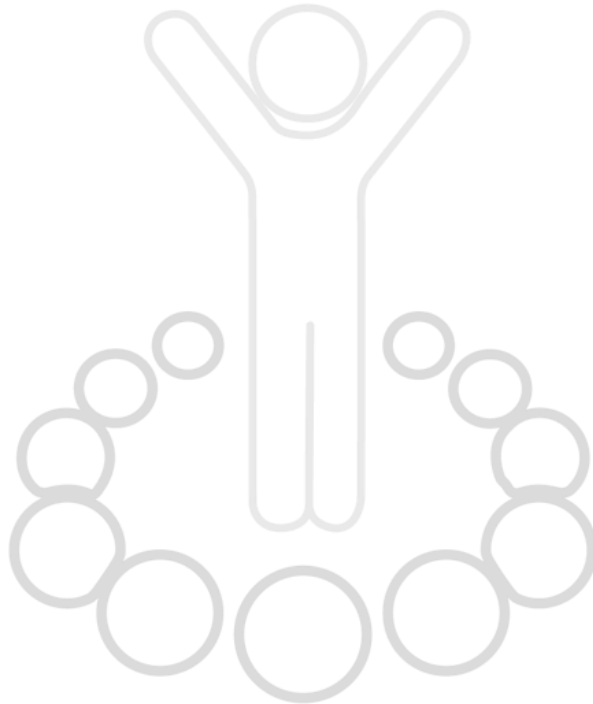
Establish regular controls

- Checking progress
- Questions to answer
- Providing information



Practical illustration

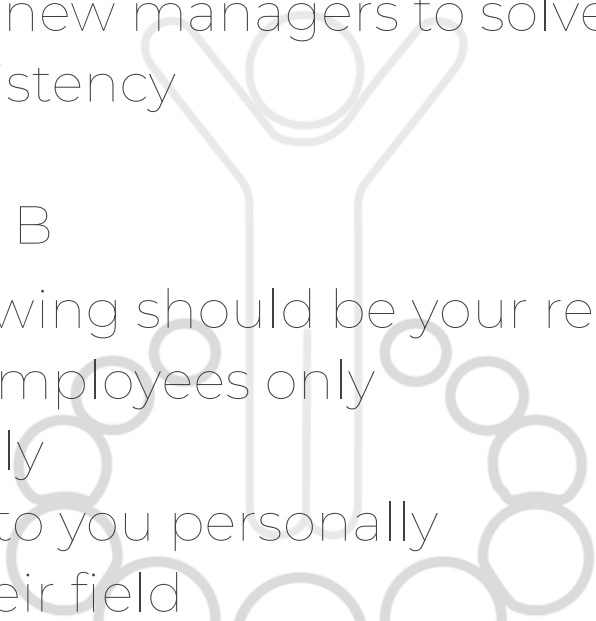
- When Rhona accepted her new job, she was very nervous.



Module Seven: Review Questions

1. What kind of environment should you cultivate?
 - a) One in which fellow competitors
 - b) One in which partners support one another
 - c) One in which self-sufficiency is most important
 - d) None of the above
2. How do peer networks contribute to the development of new managers?
 - a) Serve as a source of support
 - b) They serve to share knowledge
 - c) Enable peers to learn from each other's experiences
 - d) All of the above

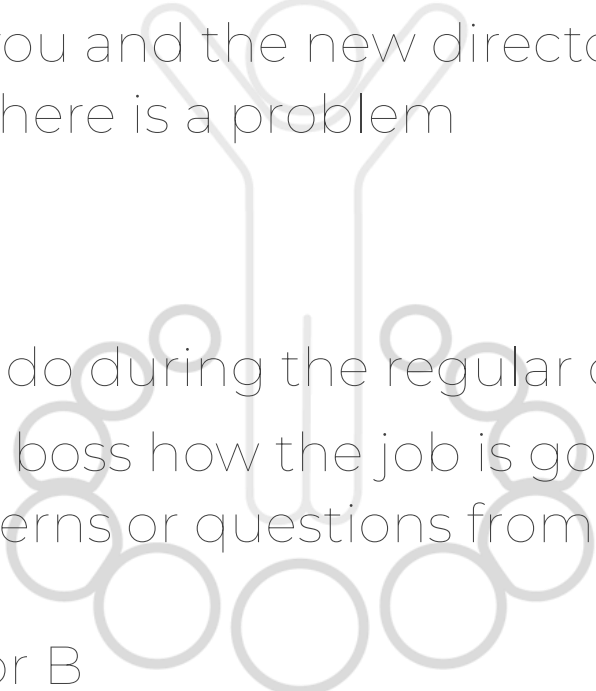
Module Seven: Review Questions

- 
- A faint, light gray background graphic depicting a stylized human figure with arms raised, surrounded by a circular arrangement of dots, similar to the TOP SOCIAL POWER logo.
3. By having a reference group of people, which of the following is achieved?
- a) Empowering new managers to solve problems
 - b) Ensures consistency
 - c) A and B
 - d) Neither A nor B
4. Which of the following should be your resource people?
- a) Lower level employees only
 - b) Managers only
 - c) Responsible to you personally
 - d) Experts in their field

Module Seven: Review Questions

5. All but one of the following statements are true regarding the assignment of mentors to new managers.
- a) Mentors provide support to new managers
 - b) Mentors offer models of effective management
 - c) Mentors hinder new managers' development
 - d) Mentors can help to train new managers
6. Which of the following should encourage new managers?
- a) Find a mentor in the organisation
 - b) Mentoring their own direct subordinates
 - c) Seek multiple mentors if appropriate
 - d) All of the above

Module Seven: Review Questions

- 
- A faint, light gray background graphic of a person with arms raised, composed of circles and lines, is centered behind the text.
7. How often do you have to register?
- a) As often as you and the new director deem appropriate.
 - b) Only when there is a problem
 - c) Diary
 - d) Annually
8. What should you do during the regular check-up?
- a) Ask the new boss how the job is going
 - b) Report concerns or questions from co-workers
 - c) A and B
 - d) Neither A nor B

Module Seven: Review Questions

9. Why might a new manager be reluctant to seek help?
- a) They are nervous
 - b) They are overconfident
 - c) They do not want to appear incompetent
 - d) They may be depressed
10. Today's new managers will become _____.
- a) They are overconfident in their role and are likely to leave the company.
 - b) Focus on training
 - c) Support for future managers
 - d) Overwhelmed without resources

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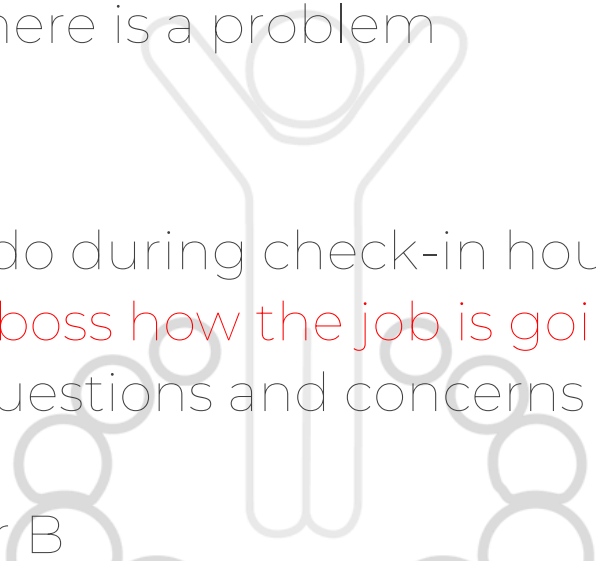
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 - b) Report the questions and concerns of their peers
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Module eight:

Identify strong candidates early

- Identifying strong candidates for management positions should be an ongoing process, and employees with management aspirations and potential should be identified as early as possible. This allows the organisation and the employee to invest time and resources in developing that potential.



Hard work turns talent into genius.

Anna Pavlova

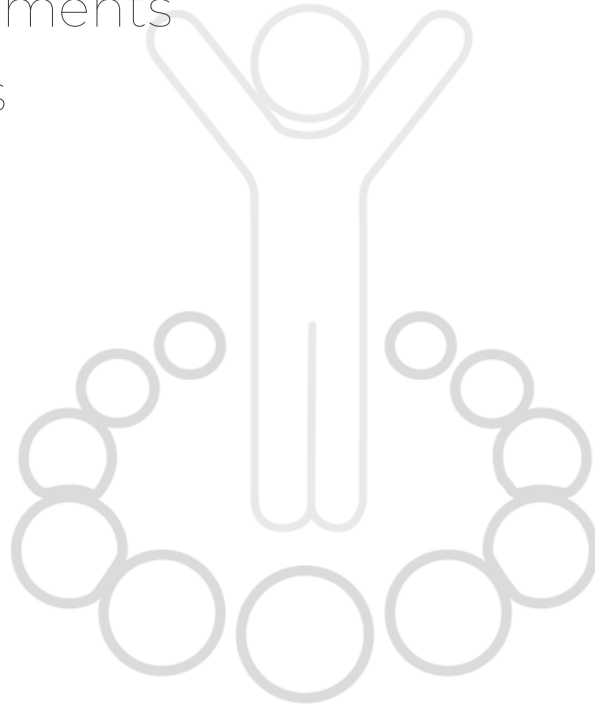
Development starts soon

- Company initiatives
 - Training
 - Workshops
- Individual development
 - Early start
 - Continuing development



Identify candidates early

- The employee expresses his wish
- Reviews/Assessments
- Ask supervisors



Identify candidates through reviews

- See
- Rapidly assess competencies
- Debate
- Ask about employment objectives
- Development
- Introducing the management track



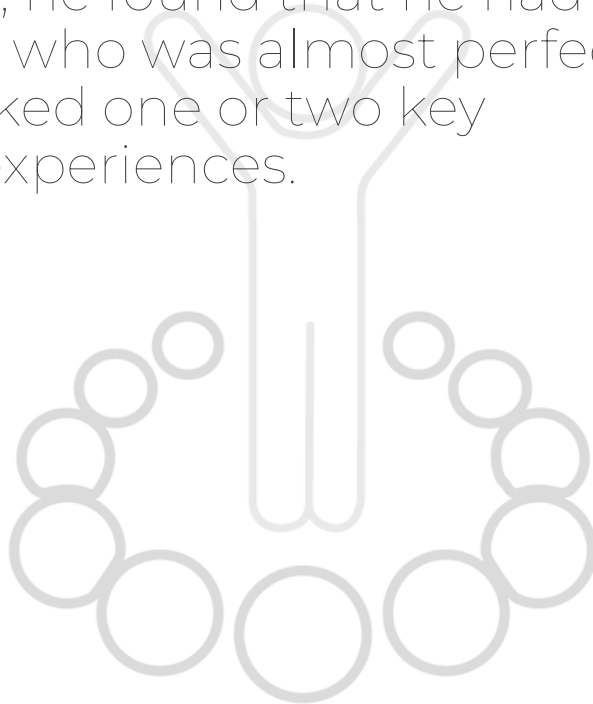
Develop those with Management objectives

- Explore the management pathway in relation to the employee
- Determine strengths and areas in need of development
- Creating a plan



Practical illustration

- Randolph didn't understand. It seemed that every time he needed to fill a senior position in his organisation, he found that he had an internal candidate who was almost perfect for the job, but lacked one or two key competencies or experiences.



Module Eight: Review Questions

1. When should the development of new managers begin?
 - a) When they accept the job
 - b) When a job opens up
 - c) When there is time
 - d) As soon as possible
2. How to develop new managers from the outset?
 - a) Company-wide training and workshops
 - b) Work one-on-one with employees who have management objectives.
 - c) External training for employees wishing to move into managerial positions
 - d) All of the above

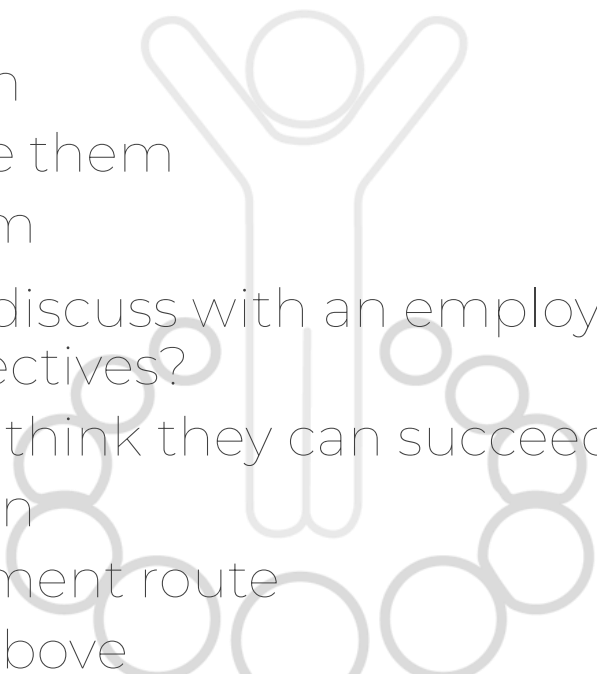
Module Eight: Review Questions

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3. When should we identify potential management candidates?
- a) During the process of recruiting a new manager
 - b) When a managerial vacancy opens up
 - c) Early and continuously
 - d) Never
4. Which of the following can help us to identify candidates for managerial positions?
- a) Employees' views
 - b) Supervisors' recommendations
 - c) Discussions with employees
 - d) All of the above

Module Eight: Review Questions

5. How can the annual review help us to identify candidates for senior management?
- a) It is an opportunity to discuss the employee's objectives
 - b) Emphasises the employee's strengths
 - c) Provides information on the employee's development needs
 - d) All of the above
6. What should you ask the employee at the annual review?
- a) Your professional goals
 - b) Its strengths
 - c) Its development plans
 - d) None of the above

Module Eight: Review Questions

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7. What should you do with employees who express management objectives?
- a) Ignore them
 - b) Develop them
 - c) Micromanage them
 - d) Promote them
8. What should you discuss with an employee who has management objectives?
- a) Whether you think they can succeed or not
 - b) Compensation
 - c) The management route
 - d) None of the above

Module Eight: Review Questions

9. Early identification of potential managers provides:

- a) The company has time to invest in development
- b) A clear management path
- c) Training
- d) Motivation

10. Every employee is a potential manager.

- a) True
- b) False



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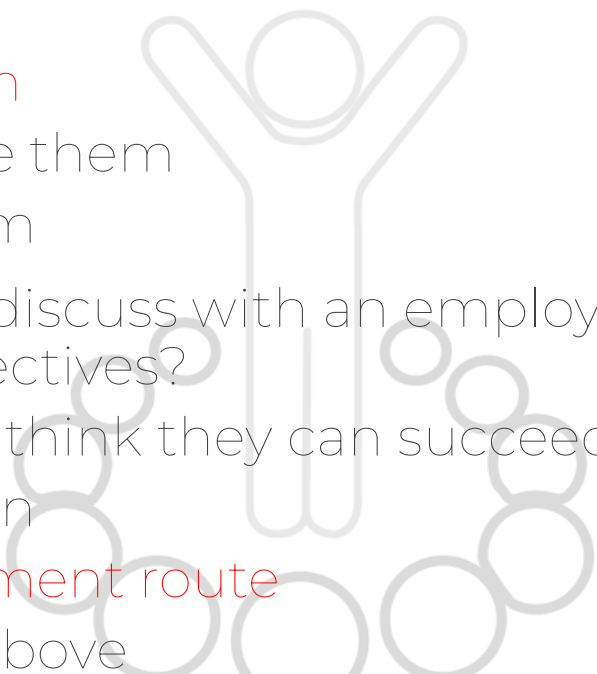
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- a) True
- b) False



Module Nine:

Clearly defining the Management Pathway

- Having a clearly defined management pathway is invaluable for the development of new managers. When employees can see the path to management, including expectations and competencies, they can plan their career development accordingly.



Successful management requires learning as fast as the world is changing.

Warren Bennis

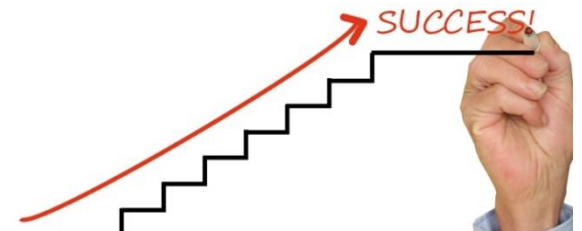
Making the way clear management

- Clear expectations
- Clear requirements
- Clear benchmarks



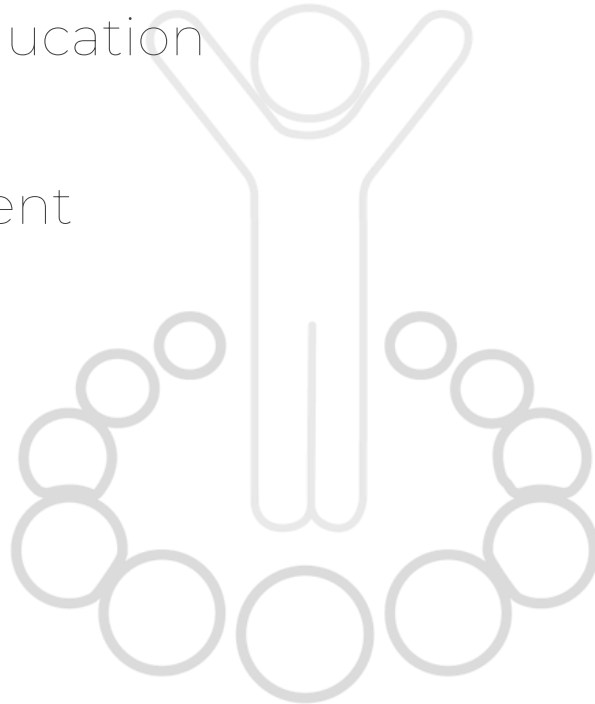
A clear track is a reference point

- Reference points
- Strengths and weaknesses
- Need
- Objectives



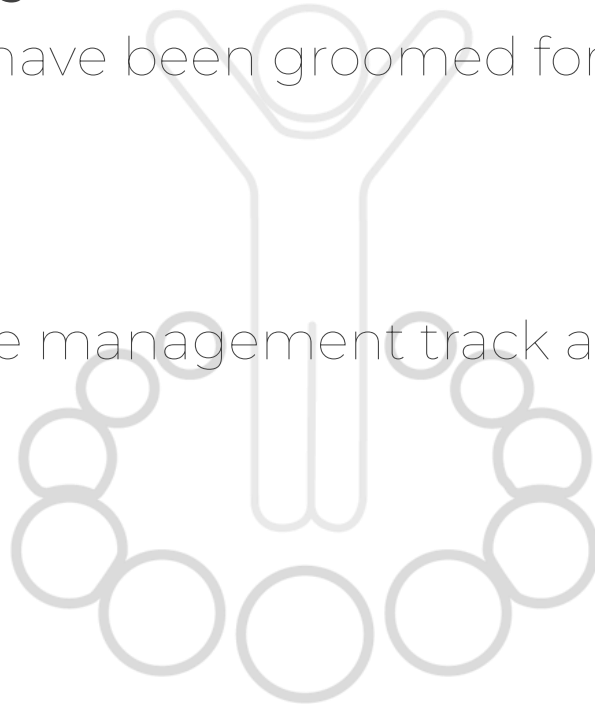
A clear pathway ensures quality training and support

- Training/education
- Help
- Development



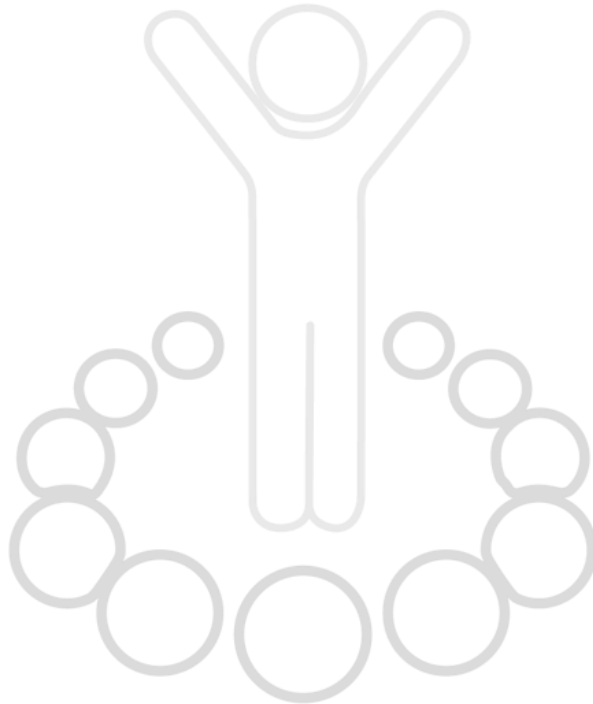
Succession planning and Change Management

- Someone is leaving
 - New managers have been groomed for the position
- Expansion
 - Employees in the management track are prepared



Practical illustration


- In the last four years, Reginald's organisation has grown a lot.




Module Nine: Review Questions

1. How can a clear management pathway help retain employees?
 - a) Helping employees to continue to grow
 - b) Helps employees know how to pursue their goals
 - c) Helping employees to move up the organisational ladder
 - d) All of the above
2. The management pathway should be what?
 - a) Busy
 - b) Respected
 - c) Of course
 - d) None of the above

Module Nine: Review Questions

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- a) A guide to development
 - b) A map to the employee's goals
 - c) A tool for employee development planning
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4. Which of the following options can be used to create the management pathway?
- a) Employee development plans
 - b) Training initiatives
 - c) Benchmarks for an employee
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- a) Quality training and support
 - b) Accountability
 - c) Minimal supervision
 - d) None of the above
6. A clear management pathway helps to plan which of the following?
- a) Development activities
 - b) Allocation of human resources
 - c) Allocation of financial resources
 - d) All of the above

Module Nine: Review Questions

7. Having a clear management pathway can facilitate which of the following?
- a) Succession planning
 - b) Change management
 - c) Recruitment
 - d) All of the above
8. What can mentors do when there is a clear management pathway?
- a) Early retirement
 - b) Delegating work
 - c) Sharing the limelight
 - d) Developing their successors from the earliest possible stage

Module Nine: Review Questions

9. Employees are often keen to move to management, but _____.

- a) How to manage people
- b) They do not understand the process
- c) Collaborating with others
- d) None of the above

10. When creating a management pathway for your organisation, _____ should be the main concern.

- a) Clarity
- b) Finance
- c) Weather
- d) Reward

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- a) Clarity
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- d) Reward

Module Ten:

Training new managers

- One of the most important things you can do to develop new managers is to empower them. New managers may be hesitant or nervous about taking on their new responsibilities and authority. It is not enough to just put someone in a management position, they must be empowered to do it.



In my opinion, confidence and empowerment are cousins.

Amy Jo Martin

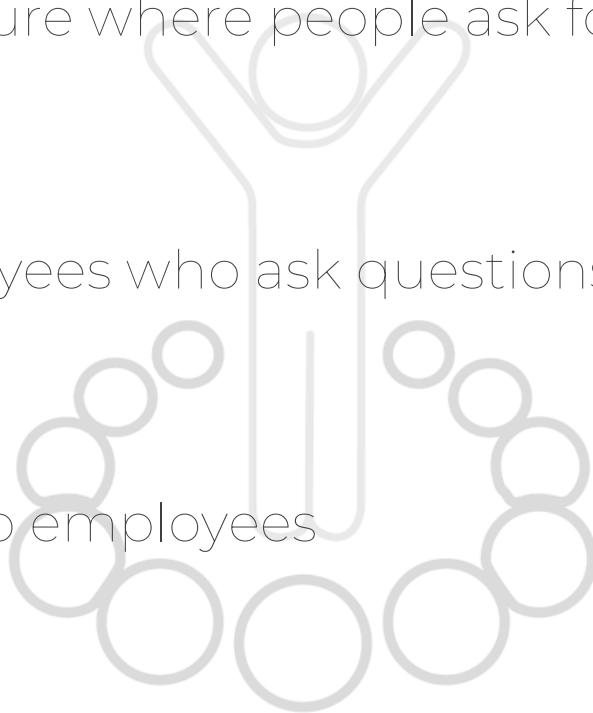
Decision-making

- Being a sounding board
 - Advise, but do not decide
- Help
 - Supporting the manager and the decisions taken
- Start small
 - Encourage managers to start taking smaller, less important decisions
 - less important decisions



Calling for help

- Culture
 - Creating a culture where people ask for help
- Help
 - Helping employees who ask questions
- Offer
 - Offering help to employees

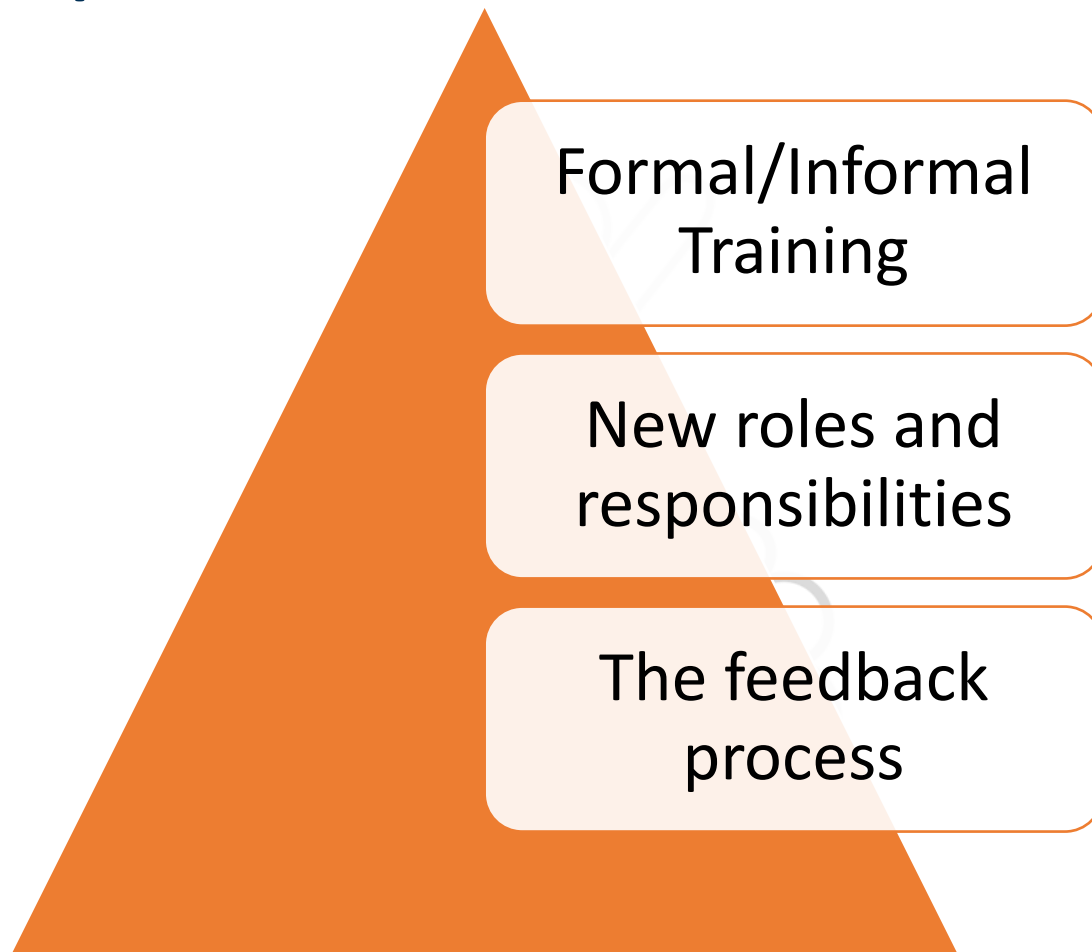


Support, not micro-manage

- Do not recheck all
- Do not approve all
- Adjustment for each manager

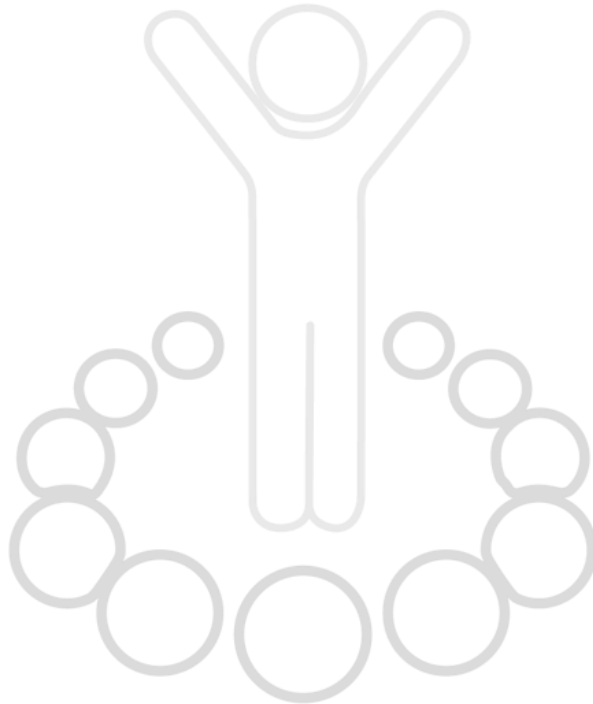


Continuous growth and development



Practical illustration

- Xander prided himself on his ability to work independently.

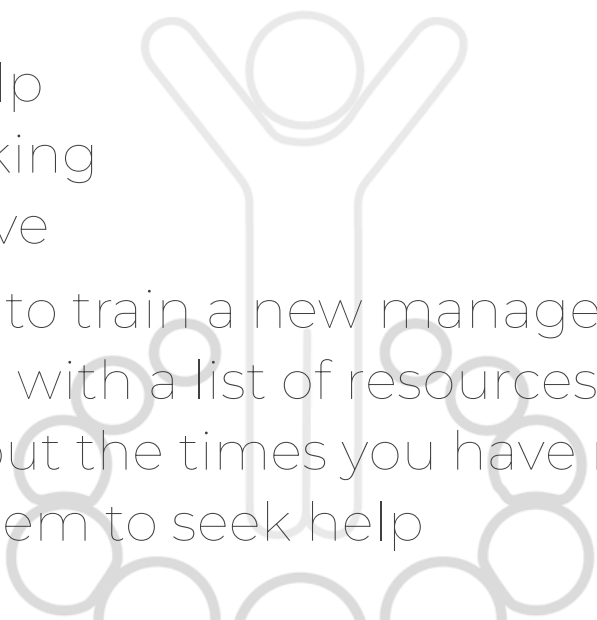


Module ten: Review questions

1. What should we do for new managers?
 - a) Empower them
 - b) Criticise them
 - c) Defend them
 - d) Ignore them
2. What does empowering new managers do?
 - a) Boost your confidence
 - b) Show confidence in them.
 - c) It helps them to grow
 - d) All of the above



Module ten: Review questions

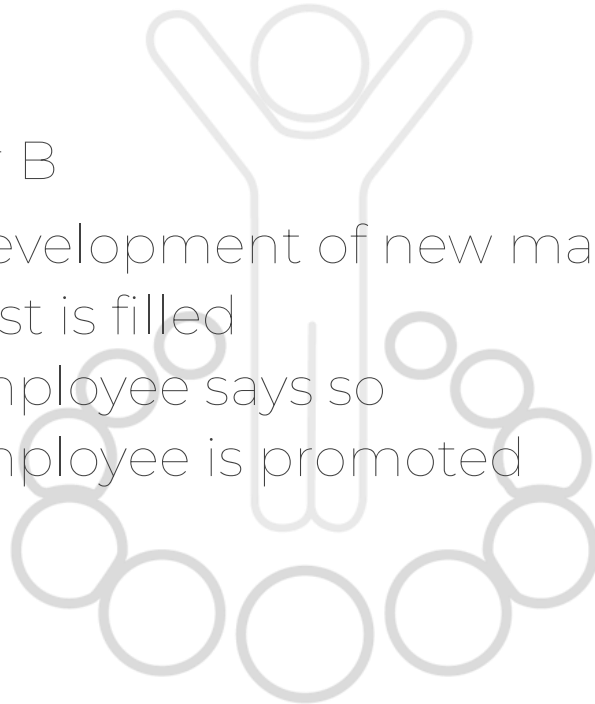
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3. Which of the following tasks should we entrust to new managers?
- a) Act
 - b) Calling for help
 - c) Decision-making
 - d) All of the above
4. What is not a way to train a new manager to ask for help?
- a) Provide them with a list of resources
 - b) Tell them about the times you have needed help.
 - c) Encourage them to seek help
 - d) Punish them

Module ten: Review questions

5. All but one of the following: is it micro-management rather than support?
- a) Requiring a new manager to have all actions approved by another manager
 - b) Support the decisions of the new director
 - c) Double-checking of all the work of the new director
 - d) Questioning the decisions of the new director
6. Which of the following is a way to support a new manager?
- a) Supporting their decisions
 - b) Offer your help
 - c) Provide them with tools
 - d) All of the above

Module ten: Review questions

7. Which of the following should be growth and development?
- a) Continuo
 - b) Personalised
 - c) A and B
 - d) Neither A nor B
8. When does the development of new managers end?
- a) When the post is filled
 - b) When the employee says so
 - c) When the employee is promoted
 - d) Never



Module ten: Review questions


9. Express your doubts about the capacity of the new director:

- a) Publicly
- b) By e-mail
- c) In private
- d) Creatively

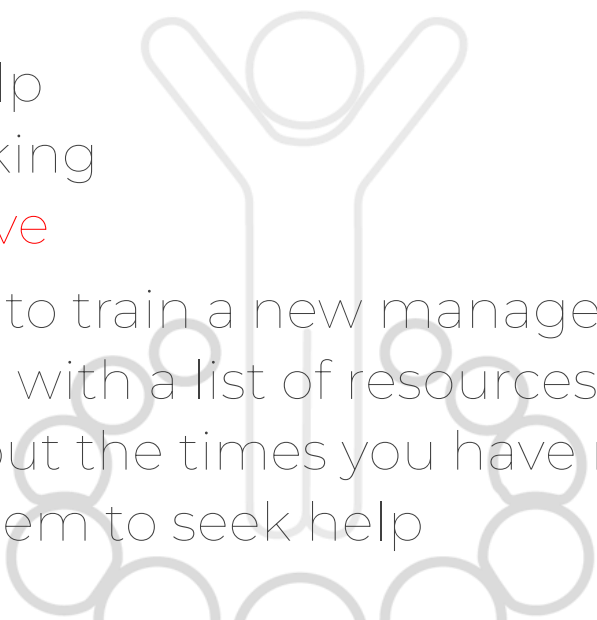
10. You can promote professional growth

- a) Encouraging independence
- b) Calling for help
- c) Search for further training
- d) Brainstorming

Module ten: Review questions

1. What should we do for new managers?
 - a) Train them
 - b) Criticise them
 - c) Defend them
 - d) Ignore them
 2. What does empowering new managers do?
 - a) Boost your confidence
 - b) Show confidence in them
 - c) It helps them to grow
 - d) All of the above
- 

Module ten: Review questions

3. Which of the following tasks should we entrust to new managers?
- a) Act
 - b) Calling for help
 - c) Decision-making
 - d) All of the above
4. What is not a way to train a new manager to ask for help?
- a) Provide them with a list of resources
 - b) Tell them about the times you have needed help.
 - c) Encourage them to seek help
 - d) Punish them
- 
- A faint, light gray background graphic of a person with arms raised, surrounded by a circle of dots, similar to the TOP SOCIAL POWER logo.

Module ten: Review questions

5. All but one of the following: is it micro-management rather than support?
- a) Requiring a new manager to have all actions approved by another manager
 - b) Support the decisions of the new director
 - c) Double-checking of all the work of the new director
 - d) Question the decisions of the new director.
6. Which of the following is a way to support a new manager?
- a) Supporting their decisions
 - b) Offer your help
 - c) Provide them with tools
 - d) All of the above

Module ten: Review questions

7. Which of the following should be growth and development?
- a) Continuo
 - b) Personalised
 - c) A and B
 - d) Neither A nor B
8. When does the development of new managers end?
- a) When the post is filled
 - b) When the employee says so
 - c) When the employee is promoted
 - d) Never

Module ten: Review questions

9. Express your doubts about the capacity of the new director:

- a) Publicly
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- c) In private
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10. You can promote professional growth

- a) Encouraging independence
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Module Eleven:

Providing opportunities for growth

- Employees who feel they cannot grow in their current position or organisation are likely to be unhappy and ultimately not stay. New managers should be given the opportunity to grow and develop in their position, whether it is to move up to more senior positions or simply to improve their management skills.

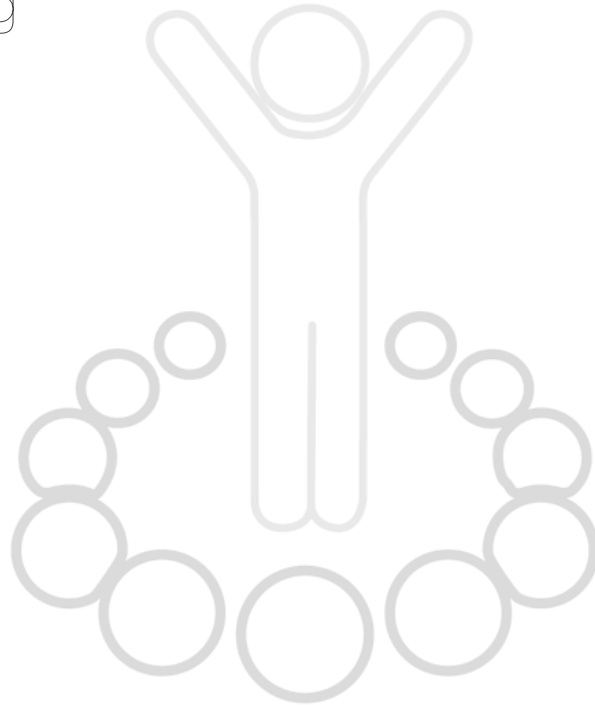


Growth is the best separator between the successful and the unsuccessful.

John C. Maxwell

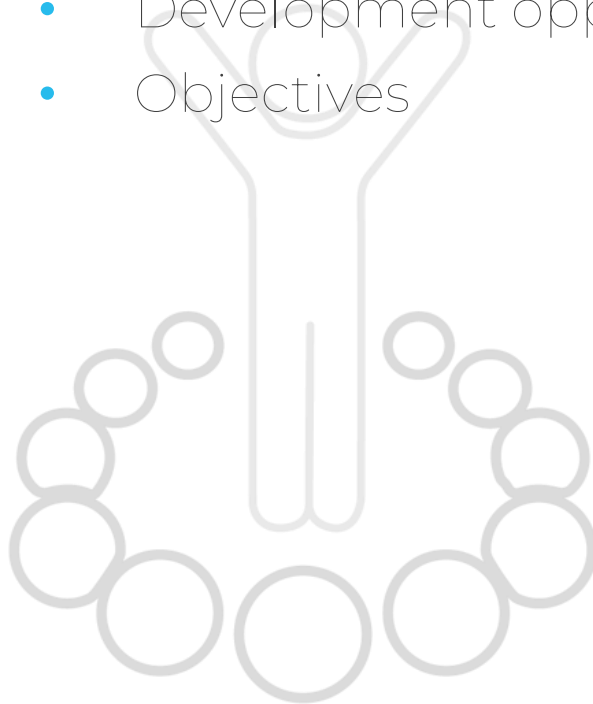
Offering opportunities for continuous growth

- In-house training
- External training
- Special projects



Creating a development plan

- Strengths and weaknesses
- Development opportunities
- Objectives



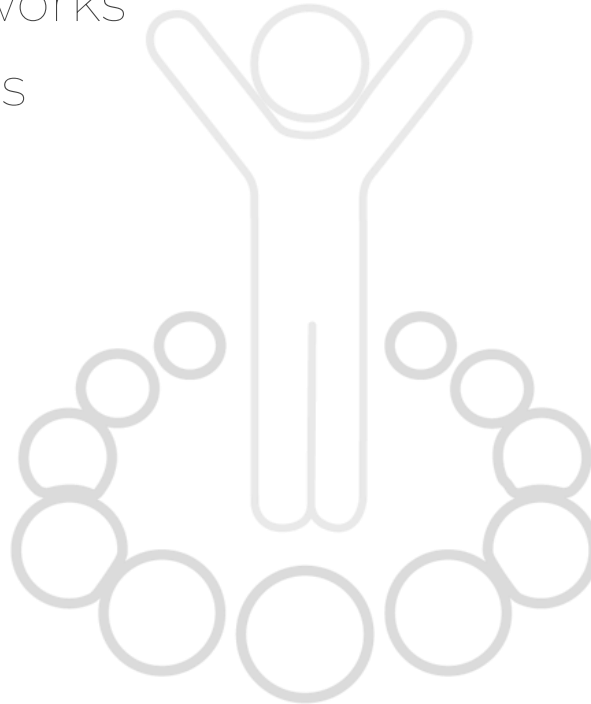
Provide regular information

- Weekly
- Bimonthly
- Monthly



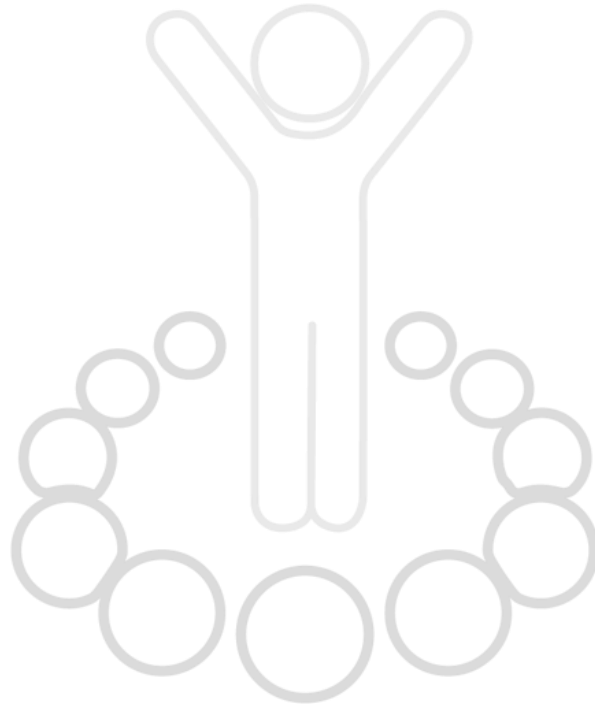
Promoting mentoring

- Finding qualified mentors
- Developing networks
- Mentoring others



Practical illustration

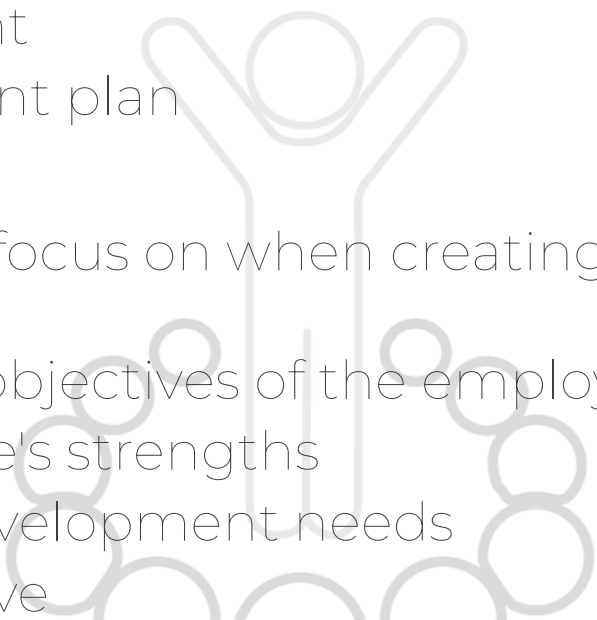
- Corrie had just taken up a new management position.



Module Eleven: Review Questions

1. What kind of opportunities should you offer to new managers?
 - a) Growth
 - b) Punishment
 - c) Finance
 - d) Staff
2. Which of the following is a good growth opportunity for a new manager?
 - a) Working with experienced managers on a committee
 - b) Attend a workshop on a new technology
 - c) Realisation of a special project
 - d) All of the above


Module Eleven: Review Questions

- 
- A faint, light gray background graphic of a person with arms raised, surrounded by a circular arrangement of dots, similar to the TOP SOCIAL POWER logo.
3. What should you create with the employee?
- a) A contract
 - b) An agreement
 - c) A development plan
 - d) Nothing
4. What should you focus on when creating a development plan?
- a) Professional objectives of the employee
 - b) The employee's strengths
 - c) Employee development needs
 - d) All of the above

Module Eleven: Review Questions

5. Which of the following is true about feedback?
- a) Must be administered regularly
 - b) It must recognise progress
 - c) IT must respond to development needs
 - d) All of the above
6. What kind of feedback should you give?
- a) Affirmative
 - b) Development
 - c) Acknowledgement
 - d) All of the above

Module Eleven: Review Questions

- 
- A faint, light gray background graphic of a person with arms raised, composed of dots, is centered behind the text.
7. What should you encourage in terms of mentoring?
- a) New managers must become mentors
 - b) New managers must stop working with their mentors
 - c) New managers should seek mentors in new areas of interest.
 - d) A and C
8. What is the truth about mentoring?
- a) May present opportunities for growth
 - b) It can reinforce the confidence of a new manager
 - c) Can help develop new managers
 - d) All of the above

Module Eleven: Review Questions

9. Reaching a goal is a final destination.

- a) True
- b) False

10. You must always dictate the path an employee takes professionally.

- a) True, you are the best judge of your capabilities.
- b) False, your superiors will decide
- c) False, they can decide for themselves
- d) None of the above

Module Eleven: Review Questions

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Module Eleven: Review Questions

- 
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Module Eleven: Review Questions

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Module Eleven: Review Questions

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Module Eleven: Review Questions

9. Reaching a goal is a final destination.

- a) True
- b) False

10. You must always dictate the path an employee takes professionally.

- a) That's right, you are the best judge of your abilities.
- b) False, your superiors will decide
- c) False, they can decide for themselves
- d) None of the above

Module twelve: Conclusion

Although this workshop is coming to an end, we hope that your journey in New Management Development has only just begun.

We wish you the best of luck for the rest of your travels.

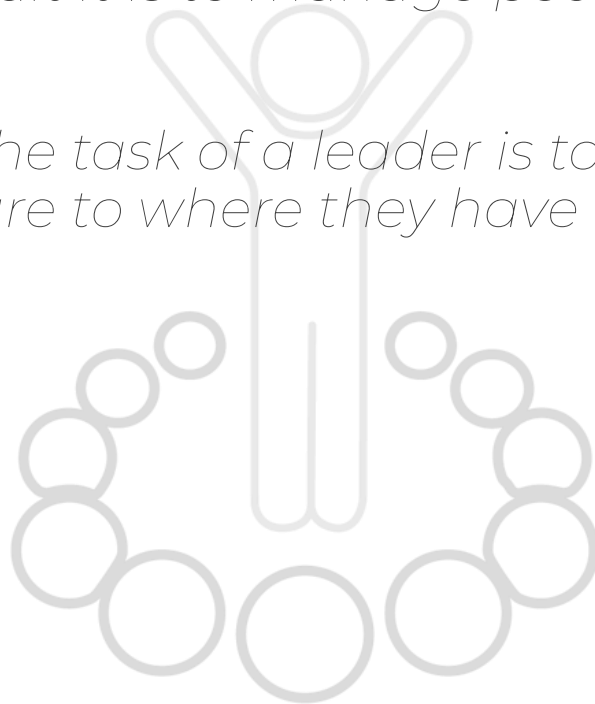


In all companies, in all sectors, management is important.

Michael Eisner

Words of the Wise

- Guy Kawasaki: *When I finally got a management position, I learned how difficult it is to manage people.*
-
- Henry Kissinger: *The task of a leader is to take his people from where they are to where they have not yet been.*





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