

Introduction

Welcome to this Toolkit

Thank you for buying this Toolkit. Your organisation, like most others, will probably have new managers joining throughout the year, and we all recognise that the first 100 days is the time when they are both in need of, and most receptive to, management development. Operational pressures, coupled with scheduling and budgetary constraints, often mean that several months, or even years, may pass before the new manager receives any focused management training. And by then it may be too late . . .

We believe this Toolkit plugs an important gap by providing a productive, stimulating, positive and empowering experience for every new manager who works through it.

Who it's for

We have written this Toolkit for two main audiences: you may be helping others to develop (we'll call you 'facilitators') or you may be developing your own management skills (we'll call you 'new managers').

Facilitators

This Toolkit will be especially helpful if:

- you are an HR manager with responsibility for developing leadership or management skills for newly appointed managers or team leaders
- you are a line manager with a newly-appointed manager or team leader in your team, or you expect one to join you soon
- you are a trainer, mentor or coach responsible for helping new managers or team leaders to develop their management skills
- you are an independent consultant or facilitator who helps new managers or team leaders to develop their management skills.

New managers

If you're one of our 'new managers' this Toolkit will be especially helpful to you if:

- you have recently, or you are about to, become a new manager or team leader
- although not a manager now but, looking ahead, you intend moving into a management role and wish to start developing your skills now
- you have been running your own company and have realised that the time has come for you to step back from 'doing' and spend more time 'managing'.

How it works

To make it easy to use, we have broken the Toolkit into 15 main sections.

- The Introduction shows how you can best use it as part of a structured management development programme.
- Skills audit. This helps 'new managers' to assess their existing management skills, and so target any particular aspects which may be weaker than others.
- Specific topics. We have structured the Toolkit to focus on 13 different aspects of managing effectively, organised into a logical, chronological sequence.
- The 13 Sections are:
 - 1 – The big picture
 - 2 – Believe I'm a manager
 - 3 – Your team
 - 4 – Leadership
 - 5 – Providing a service
 - 6 – Networking
 - 7 – Finance and budgets
 - 8 – Time management
 - 9 – Motivation
 - 10 – Delegation
 - 11 – Coaching
 - 12 – Performance management
 - 13 – Managing poor performance.

The format of each Section

Each Section of the Toolkit deals with an important component for success in the initial 100 days.

- The Overview outlines the benefits of the Section and offers useful background information for a facilitator. These pages are marked with the icon



- It introduces each Tool so that you can see what it involves and how the Tools fit together.
 - The Overview of each Section closes with a summary pointing out the need for follow-up action over The Next 100 Days after the 'honeymoon period' has cooled off.
 - The Tools themselves are A4-sized for easy reading and immediate copying.
 - All the Tools can be downloaded as Word documents from the website (www.cipd.co.uk/tsm) so that you can easily customise them for your own local use. Copyright on these pages is waived with the following limitations: If you are a **consultant** you can adapt them to the needs of your client and add your own branding. You can then give them to your employees or to the employees of your client (but no-one else). If you work in an **organisation** you can share them internally. Customise the tools for relevance to your organisation and pitch them at just the right level for the individuals involved.
- All these pages are indicated by the icon



Where to start?

As you have no doubt realised, there is a lot of material in this Toolkit and a really focused and enthusiastic new manager could do one every day. That is not an unrealistic target, for the Tools themselves, in most cases, take less than an hour to do. But when deciding where to start you may wish to consider two main factors:

- Which of the topics is the new manager already familiar with, and which is he or she less accomplished in?

- What does his or her line manager suggest, in view of the operational pressures of the new job?

To help you steer the line manager and new manager in the right direction we would suggest two activities before the new manager dives in and gets totally immersed in the Toolkit.

Initial meeting

Why not suggest an initial meeting when you (the facilitating manager or trainer), the line manager and the new manager can discuss what the job involves and where the most effective starting point should be. For example, will the new manager work through the sections in the recommended sequence, or are there compelling operational reasons which dictate other priorities?

This meeting would also be a superb opportunity for the line manager to share the cascade of corporate goals and objectives, and show how the new manager's job contributes towards overall corporate success. If there is anyone in the company who will be supporting the new manager – for example, a coach or mentor – it would be helpful if he or she also attends.

Before closing this initial meeting, ensure that some firm dates are booked into diaries for future review meetings. Because the learning is going to be predominantly self-driven, the review meetings should help to ensure that the new manager's commitment is not overwhelmed by work pressures.

Skills audit

The other complementary activity is to encourage the new manager to do an initial skills audit to identify those Sections with which he or she may already be familiar, and those topics which may be new to him or her. If this is done prior to the initial meeting, you can use the results as part of the discussions.

**Health
warning!**

With so much material available, it would be easy for new managers to be overwhelmed and give up or to try too hard. So stress that it is better that they fully complete the 30 topics that are most important to them and their job rather than attempt all 100 superficially.

Using the Toolkit

The flexible design allows the materials to be used in a variety of ways.

- The new manager can use one Tool every day in the sequence that best meets his or her own situation.
- He or she could decide to use some specific Tools to help with unfamiliar or more pressing topics, perhaps working on the remaining Tools in the next 100 days.
- Whichever approach he or she chooses, don't forget to stress that he or she has a 'day job' and that he or she must fit working with the Tools into the normal busy schedule.
- So if he or she misses a day or two working on the Tools, stress that it is *not* like a diet when, having missed a day, you may feel tempted to give up completely!

Timing

Each Tool has an indication of how long it might take, in minutes:



Many of the Tools require the new manager to talk with others. Because those discussions could last for minutes or hours, we cannot predict the actual time each Tool might take.

So, off you go!

Enough of the Introduction – now get started with the action! Best of luck with the Toolkit.