



E-BOOK 03 · PREMIUM PROFESSIONAL GUIDE

The New Manager's Practical Handbook

Delegation, Feedback and Team Leadership

Lead with clarity.

Build ownership.

Help people perform.

A Practical Professional Guide to Managing People, Delivering Results and Building Team Capability.

INSIDE

Moving from individual contributor to manager, setting expectations, delegating with the CLEAR framework, giving feedback, coaching, one-to-one meetings and a 30-day development plan.

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ABOUT THIS HANDBOOK

A practical guide to managing people

This is the third e-book in the Corporate Training Library premium series. It is designed as a practical professional guide for people moving into management for the first time, as well as managers who want to strengthen their everyday leadership practices.

The central idea is simple: being a good individual contributor and being an effective manager are two different jobs. A manager must learn to deliver results through other people, not by doing everything personally.

This handbook is written for practical use at work, with adaptable frameworks rather than rules tied to one country, industry or organisational culture.

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WELCOME

Welcome to your new role

Congratulations on becoming a manager.

Your promotion may recognise your technical expertise, reliability, experience or ability to deliver results. But your new role asks something different of you.

You are no longer responsible only for the quality of your own work. You are responsible for creating the conditions in which other people can do their best work.

You will need to set direction, clarify expectations, delegate responsibilities, coach employees, resolve problems and make decisions. You will also need to manage your own time, emotions and priorities.

Some days, the work will feel straightforward. Other days, you may wonder why a task you could complete in an hour takes your team two days, or why a conversation you thought was clear has produced an unexpected result.

These are normal challenges in the transition to management.

You do not need to have every answer. You need a dependable way to think, communicate and act.

This handbook will help you build that way of working.

GUIDE

How to use this handbook

- 01 Read each chapter with a current workplace situation in mind.
- 02 Apply one framework before moving to the next.
- 03 Use the worksheets to prepare for real conversations and decisions.
- 04 Review outcomes rather than assuming that good intentions produced good results.
- 05 Adapt the tools to your organisation's policies, employment requirements and operating context.

THE OBJECTIVE

The objective is not to make you sound like a manager. It is to help you become a manager people can work with, learn from and rely on.

PART



The Transition to Management

Understand the new role, establish credibility, set expectations and avoid the common traps of first-time managers.

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CHAPTER 1 · PART I

01

From Individual Contributor to Manager

1.1 The change in your definition of success

As an individual contributor, success is often measured by what you personally produce: the report you complete, the customer you support, the project you deliver or the problem you solve.

As a manager, success increasingly depends on what the team can achieve together.

This creates a fundamental shift.

Individual contributor	Manager
Completes assigned work	Enables the team to complete work
Solves problems directly	Helps the team solve problems
Focuses on personal output	Focuses on collective results
Protects time for individual tasks	Balances delivery, people and coordination
Demonstrates expertise	Develops expertise in others
Owns personal commitments	Establishes shared accountability

The first challenge is accepting that you cannot continue doing your old job in exactly the same way while also doing your new one.

If you personally solve every problem, approve every decision and rescue every delayed task, you may appear productive. But your team may become increasingly dependent on you.

Your goal is to build a team that can deliver reliably without requiring your constant intervention.

1.2 The expert trap

New managers are often promoted because they are good at their previous jobs.

This can create an unhelpful habit: stepping in whenever someone struggles.

An employee prepares a report incorrectly. You rewrite it.

A team member hesitates over a decision. You make it for them.

A project falls behind. You take over the difficult tasks.

Each intervention may solve an immediate problem. Repeated over time, however, these interventions can prevent people from learning.

Before taking over, ask:

- Does the employee understand the expected outcome?
- Do they have the necessary knowledge and resources?
- Is the risk too high for them to decide independently?
- Could coaching or a smaller assignment help them improve?
- What would happen if I allowed them to work through the problem with appropriate support?

Sometimes you must intervene. The goal is not to avoid helping; it is to choose the form of help that serves both the task and the person.

1.3 The manager's new value

Your value is not measured by how busy you appear.

It is reflected in whether you help the team achieve clear outcomes, whether employees understand their responsibilities, whether problems are surfaced early and whether capability grows over time.

A useful question to ask at the end of each week is:

SAMPLE WORDING

"What can my team now do more effectively because of how I managed this week?"

PRACTICE EXERCISE

The role transition

Complete the following reflection.

Three tasks I currently do that someone else could learn to handle:

Two decisions I make that could be delegated within clear boundaries:

One management responsibility I have been neglecting:

One habit I need to reduce:

One capability I want to develop in my team:

KEY TAKEAWAY

Your promotion changes not only your responsibilities but also the way you create value.

CHAPTER 2 · PART I

02

Understanding the Manager's Role

A manager is responsible for translating organisational expectations into coordinated team action.

That responsibility usually includes five connected areas.

2.1 Direction

People need to know what matters, why it matters and what successful completion looks like.

Direction includes setting priorities, explaining objectives and helping employees understand how their work contributes to wider goals.

2.2 Delivery

Managers coordinate resources, remove obstacles, track commitments and ensure work meets the required standards.

Delivery is not simply about asking for updates. It involves creating a workable system for getting important work completed.

2.3 People

Employees need expectations, feedback, support, opportunities to develop and fair treatment.

Ignoring the people side may produce short-term output while creating long-term problems with quality, engagement, retention or capability.

2.4 Decisions

Managers make decisions within their authority, clarify who owns other decisions and escalate matters when appropriate.

An effective manager does not need to make every decision personally. They need to ensure decisions are made by the right people at the right level.

2.5 Improvement

Managers identify recurring problems and improve the way work is performed.

If the same error appears every week, repeatedly reminding employees to be careful may be insufficient. The process, training, workload, instructions or quality controls may also need attention.

The five responsibilities in practice

Responsibility	Useful management question
Direction	Are we clear about what matters most?
Delivery	Are commitments realistic and on track?
People	Do people have the support and capability they need?
Decisions	Is ownership clear and are decisions timely?
Improvement	What should we change to improve future performance?

A practical weekly review

Set aside 15–20 minutes each week to review these five areas.

Rate each from 1 to 5, where 1 means requires immediate attention and 5 means working effectively.

Do not treat the score as a scientific measurement. Use it to identify questions, patterns and actions.

REFLECTION

Which of these five responsibilities receives most of your attention?
Which receives the least?

03

Establishing Credibility and Trust

A new manager may inherit former peers, experienced specialists or a team that has seen several changes in leadership.

Credibility cannot be demanded. It develops through consistent behaviour.

3.1 Four foundations of credibility

Competence	You understand the work well enough to make sound decisions, ask useful questions and recognise risks.
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Consistency	Your expectations and responses are reasonably predictable. People do not have to guess which version of you they will encounter.
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Fairness	You apply standards consistently and consider relevant differences in circumstances before making decisions.
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Integrity	You do what you say you will do, acknowledge mistakes and avoid promises you cannot keep.
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