Growth Performance

FIRST-TIME MANAGER LEARNING PATHWAY

New Manager Training Topics Checklist

Twelve topics to plan and prioritise. Tick what your first-time managers already practise; circle one topic in each domain to develop next. Use real work, feedback and follow-up rather than a course attendance list alone.

CONNECTION · BUILD THE RELATIONSHIPS

- ☐ **1. The transition and identity shift.** Move from individual delivery to enabling others; discuss what to stop owning.
- ☐ **2. One-to-ones.** Establish a regular listening rhythm, useful agendas and documented follow-up.
- ☐ **3. Trust and psychological safety.** Invite questions, acknowledge errors and respond constructively to disagreement.
- ☐ **4. Wellbeing.** Notice workload signals, check in sensitively and know when to signpost support.

CLARITY · MAKE THE WORK UNDERSTANDABLE

- ☐ **5. Expectations and priorities.** Translate objectives into outcomes, standards and short-term focus.
- ☐ **6. Delegation.** Agree results, authority, resources and review points without taking the work back.
- ☐ **7. Decision rights.** Make clear who decides, contributes and escalates, especially across teams.
- ☐ **8. Performance conversations.** Discuss specific evidence early, listen and agree the next action.

CAPABILITY · GROW JUDGEMENT AND SKILL

- ☐ **9. Feedback.** Describe observed behaviour and impact; invite response and follow through.
- ☐ **10. Coaching.** Ask before advising and let the other person own a realistic next step.
- ☐ **11. Difficult conversations.** Prepare the facts, speak respectfully and address tension directly.
- ☐ **12. Leading work with AI.** Agree appropriate use, verification and human accountability.

Prioritise: Before day one: transition and expectations. First month: one-to-ones, trust and delegation. By day 90: feedback, coaching and performance conversations, then revisit the other topics against the team's actual needs.

Our first priority: _____ Practice opportunity: _____ Review date: _____

Want help putting this into practice?

Growth Performance builds the human advantage in an AI-driven world, with people, teams and leaders.

growthperformance.co.uk/contact
hello@growthperformance.co.uk