

# Building New Young Leaders

## Critical Skills for First Time Managers

Every new leader at any level must go through a process of assuming authority, establishing communication with direct-reports, and managing workflow. This is a challenging process for any new leader of any age. It is especially challenging for new leaders who are younger and less experienced.

Bruce Tulgan has personally led hundreds of career seminars for thousands of high-performers and trained thousands of new young leaders in dozens of organizations.

Bruce has tracked new young leaders from his classic book *Managing Generation X* (1995) to his recent best-seller *Not Everyone Gets a Trophy* (Revised & Updated 2016), to *Bridging the Soft Skills Gap* (2015).

RainmakerThinking's research shows that most new young leaders do not get enough structured guidance, direction, and support in taking on their new management/leadership responsibilities, especially when it comes to assuming authority, establishing communication with direct-reports, and setting up an ongoing process for managing workflow. Further, this results in lower performance rates and higher turnover among teams led by new young managers, as well as lower performance and higher turnover among new young managers themselves.

Drawing on RainmakerThinking's decades of research, Bruce Tulgan will introduce new leaders to the "take charge by learning" approach to standing up as a new leader. He will then provide them with our back-to-fundamentals step-by-step approach:

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| <b>Get in the habit of managing people every day in structured team meetings and one-on-ones</b>   |
| <b>Build a custom one-on-one dialogue with every person who reports to you, using management fundamentals and looking at your colleagues through the "generational lens"</b> |
| <b>Learn to talk like a coach or a teacher - not just a boss</b>   |
| <b>Make expectations clear every step of the way</b>   |
| <b>Make accountability a process, not a slogan</b>   |
| <b>Solve small problems before they turn into big problems</b>   |
| <b>Track performance every step of the way</b>   |
| <b>Reward performance and only performance...and do more for people when they go the extra mile</b>  |

Weaving in entertaining humor and touching wisdom, Bruce will inspire new leaders to embrace the responsibilities that come with leadership and prepare them with the tools and techniques they need to give their teams greater guidance, direction, support and coaching.

Many organizations today are suffering from a gap in mid-level leadership talent. At the same time, today's best young talent is increasingly less likely to follow the old-fashioned career path that used to lead to mid-level leadership roles and served as a guaranteed succession plan for those mid-level positions.

The problem is, especially among the best Millennial technical talent, that there are a lot of people who are committed to their work and career but are reluctant to take on supervisory roles. Why? The main reason, according to our research, is that they can see with their own eyes the experience of their own managers and their slightly more advanced peers. What they see is that managers, especially new young managers, are often given loads of additional responsibility with very little additional support.

Without support and guidance from above, young leaders often have a hard time establishing their credibility and getting others to respect their new authority. It's true that sometimes new leaders thrust into leadership roles without support land on their feet. But usually this is a setup for frustration and failure.

What new young leaders need are the basics of highly-engaged management, the "management fundamentals." Bruce provides new young leaders with the tools and insight they need to confidently step into their role as a manager, without sacrificing productivity and without faking the qualities of a so-called "natural leader."

These are the basics that have come from RainmakerThinking's decades of ongoing research in the workforce: proven best practices that make you not only a great leader, but get better performance out of yourself and your team. If you're a new leader, no matter how far up the management chain or how long the length of your leadership role, the management fundamentals can help propel your career forward.

## Learning Objectives

**After this program, participants will:**

**Take on and carry out supervisory, management, and leadership responsibilities**

**Use the fundamentals of management to build relationships of trust and confidence among their direct-reports**

**Talk like a performance coach to build up and lead their direct-reports, not just manage them**

**Cultivate and improve their own supervisory, management, and leadership skills**

## Actionable Takeaways and Best Practices

In this program, Bruce draws on decades of research, teaching participants dozens of immediately actionable takeaways and best practices in a step-by-step guide to developing new young leaders:

- Best practices for conducting regular, one-on-one meetings with direct-reports
- How to talk like a performance coach, communicate expectations clearly and effectively, and establish authority as a new leader
- How to adjust management practices to fit the strengths, weaknesses, preferences, and personality of each direct-report
- Best practices for effectively monitoring, measuring, and documenting employee performance
- How to create "real accountability," and reward employees based on performance
- Best practices for helping solve employee problems such as productivity issues, performance issues, and personal behavior