



## Tips for First-Time Managers

### 10 things you should DO as soon as possible

1. Meet your manager. Find out what they expect from you, and begin to build a relationship with them.
2. Clarify your purpose. What exactly are you and your team there to do, and how will you be measured?
3. Hold a team meeting to introduce yourself to everyone, and make sure that everyone hears the same things at the same time.
4. Agree ground rules with the team (probably at the meeting). Work together to agree what is and is not acceptable and to discuss expectations the team has of you, and you have of them.
5. Meet with individuals on a one-to-one basis. Find out what they like, dislike, enjoy, are good at, and so on. This will help you to make best use of their skills and motivate them.
6. Make sure you have all the resources and authorisations you need. Boring but essential – if you need certain levels of IT security for example, get it sorted as soon as possible.
7. Find out what support there is available for you, both formal and informal. Search the intranet, speak to HR, ask colleagues. Don't try and do it all yourself!
8. Do a skills audit of your team. Identify any gaps and consider how you can fill them.
9. Draw up your own personal development plan. Make sure to include short-term actions and more long-term ones.
10. Introduce yourself to your peers and equivalents in other departments/locations, ideally in person. Developing a strong network across the business can really help you to succeed.



## 10 Habits you should get into (Skills to Develop)

1. Take time at the start of each day and week to plan and prioritise your work. Don't spend all day being 'busy' – be productive.
2. Learn to delegate. You can't do it all and if you do you are 'doing' not managing. Coach and develop people to take on routine or clearly defined tasks so you can focus on more important things.
3. Have regular one-to-ones with people to discuss how they are getting on. Aim for 20-30 minutes each month. No agenda – just see how you can help them.
4. Set clear team and individual goals. People can't yet mind read, so won't know what you expect of them unless you spell it out. Involve more capable team members in setting the goals.
5. Monitor performance. Use multiple methods to keep a track of how things are going
6. Give feedback to people. Let them know how they are getting on, and provide suggestions for improvement when necessary.
7. Notice people doing things right. Recognise good work and thank people for doing a good job. This will build loyalty and motivate people.
8. Be consistent and fair. Treat everyone the same and make sure that you don't show favouritism.
9. Communicate regularly. Hold regular team meetings as well as speaking to people individually. Team meetings ensure consistency of message and help to develop good morale. Keep them short and focussed though.
10. Ask for feedback and ideas from your team. The manager isn't the only one with good ideas, and you can't develop if you don't know what you're doing well and not so well. Giving and receiving feedback helps to develop trust, builds morale and builds skills.