

Introduction to Leadership & Management Fundamentals



- Leadership: vision, influence, driving change. Management: planning, executing, solving problems.



- Leadership is earned influence, not just a job title.



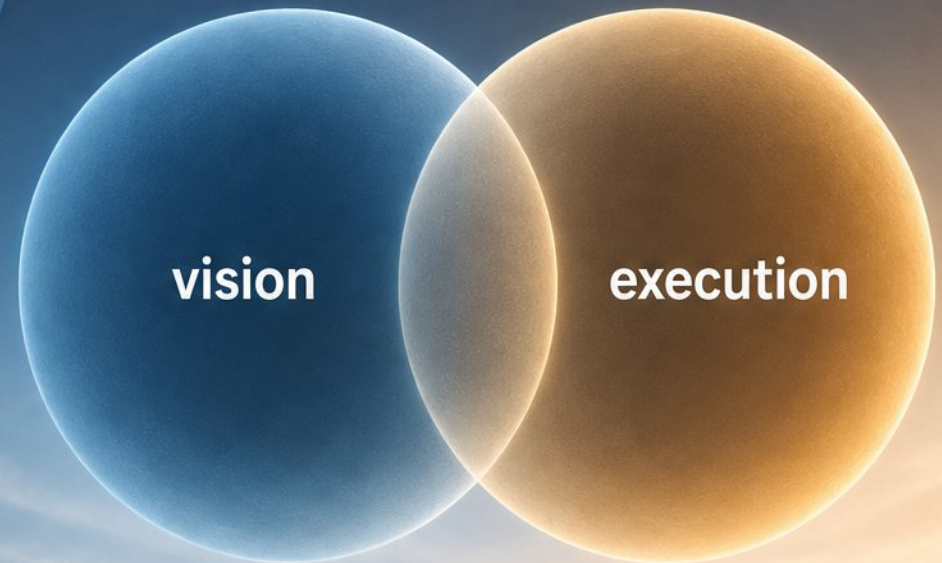
- Best managers intentionally blend leadership and management modes.



- Key transition: from doing the work to enabling results through others.



- This course: practical, applicable frameworks—not abstract theory.



The Core Mindset Shift: From Contributor to Leader



Redefine success as team output and team development



Build trust and psychological safety as your foundation



Navigate managing former peers with boundaries and fairness



Calibrate manager vs. leader mode by situation and tenure



Setting Direction: Goals, Priorities, and Alignment



- Use SMART goals for precise, contained deliverables



- Use OKRs for ambitious, cross-functional strategic outcomes



- Translate business objectives into clear team-level outcomes



- Communicate the "why" behind priorities explicitly



- Keep operational health metrics as KPIs, not OKRs



Delegation and Effective Task Management



- Use delegation to develop people and scale results



- Clarify decision rights with RACI or delegation levels



- Define outcomes and success criteria, not the method



- Set supportive checkpoints instead of micromanaging



- Avoid reverse delegation and authority without responsibility



Coaching and Feedback Essentials



- Coaching builds capability through guided discovery, not telling



- GROW model: Goal, Reality, Options, Will



- SBI feedback: Situation, Behavior, Impact



- Make feedback a regular, low-stakes habit



- Timely, specific feedback reduces defensiveness



Leading Effective Meetings and Communication



- Give every meeting one clear goal: decide, align, brainstorm, or update



- Use asynchronous channels for status and routine information



- Practice inclusive facilitation for remote and in-person participants



- Match channel and cadence to the message



- Close with documented decisions, owners, and next steps



Motivation and Engagement Without Authority



AUTONOMY



MASTERY



PURPOSE



- Foster autonomy, mastery, and purpose to sustain engagement



- Spot disengagement early: silence, missed work, withdrawal



- Provide specific, meaningful recognition for desired behaviors

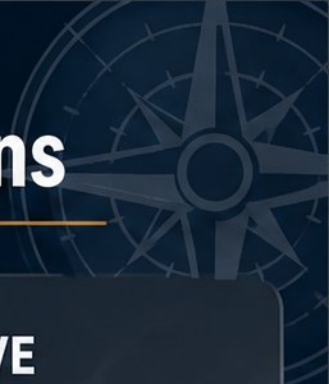


- Leverage peer recognition to boost collaboration and performance





Handling Conflict and Difficult Conversations



- Diagnose conflict: process, role, relationship, or values-based



- Prepare: note the behavior, impact, and desired outcome



- Open directly on observable facts and invite dialogue



- De-escalate defensiveness, anger, or shutdown while preserving trust



- Close with documented commitments and a follow-up check-in

CONSTRUCTIVE DIALOGUE



Focus on facts and impact



Build understanding and respect



Collaborate on solutions



Strengthen trust and alignment



DEFENSIVE SPIRAL



Focus on blame and intent



Defensiveness and interruption



Escalation and misunderstanding



Erosion of trust and disengagement

Building Your Personal Leadership Operating System



- Schedule weekly one-on-ones, team sync, and personal planning



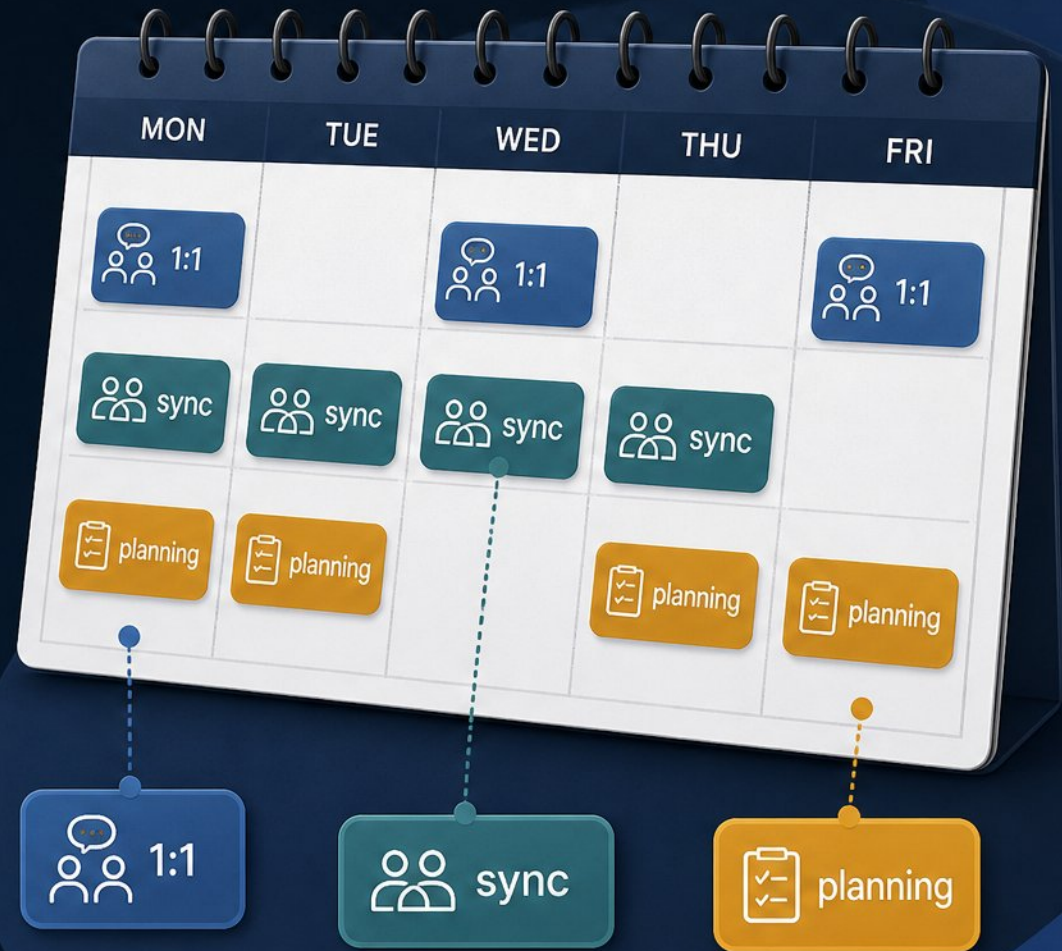
- Proactively design your calendar for high-leverage leadership work



- Balance leading, managing, and doing so IC work doesn't crowd out coaching



- Use simple systems to capture commitments and track action items



The **30-60-90 Day** Action Plan for New Managers



Days 1–30: listen, learn, and map stakeholders



Days 31–60: build relationships and act on early wins



Days 61–90: lead, accelerate, and expand your impact



Secure written alignment on priorities with your manager



Deliver small, visible wins before larger structural changes

Common Pitfalls and How to Avoid Them



- Changing too much before earning trust and understanding context



- Doing individual contributor work instead of delegating to the team



- Avoiding difficult conversations until small issues compound



- Canceling one-on-ones and losing consistent operating rhythm



- Neglecting team climate, development, and motivation



- Trying to be liked rather than respected and fair



Scenario Practice: Feedback, Delegation, and Conflict



- Apply SBI feedback to a realistic performance or behavior scenario



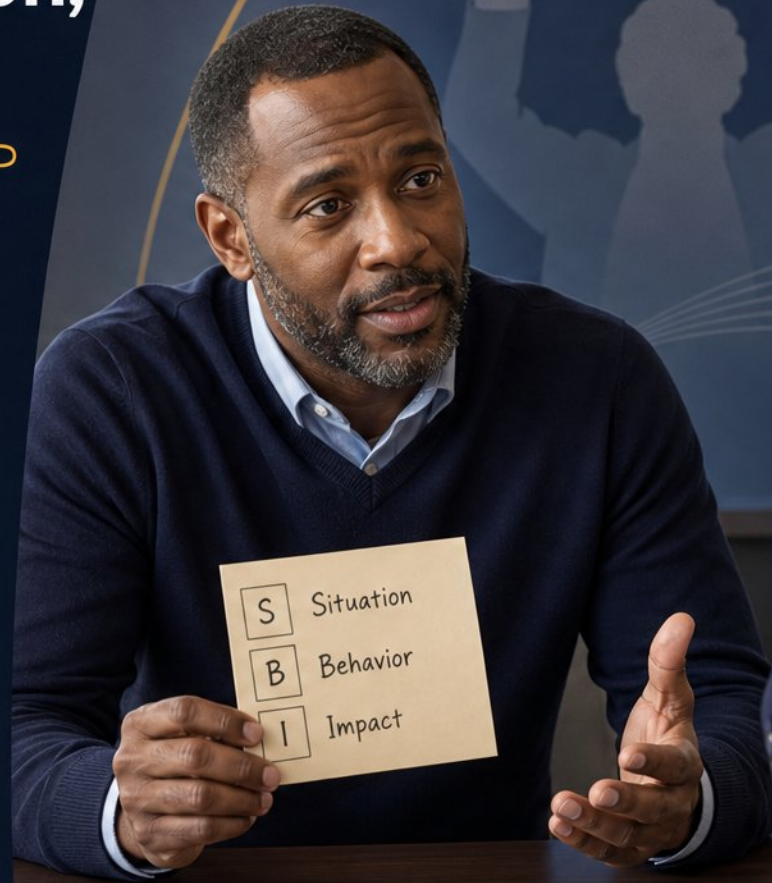
- Design a delegation briefing with clear outcomes, authority levels, checkpoints



- Script a difficult conversation and respond to defensiveness or shutdown



- Receive coaching on structure and delivery for real workplace conversations



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- A pair of hands, belonging to a person wearing a dark blue long-sleeved shirt, are cupped together, holding a mound of dark, rich soil. A small, vibrant green seedling with four leaves is growing out of the center of the soil. The background is a solid dark blue, with a faint, white line-art illustration of a plant with several leaves visible on the right side. In the top left corner, the word 'Partnership' is partially visible, with 'ship' in white and 'n' in orange.

LEADERSHIP BEHAVIOR TO PRACTICE	SUPPORT I WILL LEVERAGE	FIRST STEP I WILL TAKE
●		
●		
●		

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Close and Key Takeaways



- Core practices: mindset, direction, delegation, coaching, communication, motivation, conflict



- Protect your operating cadence and psychological safety



- Apply one framework this week



- Protect one habit for the next 30 days



- Leadership is a learnable practice, not an innate trait



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