

How to Help New Managers Communicate Like a Boss

*The ultimate e-book for
onboarding new managers*



Coaching that works.

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What you'll discover in this e-book:

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More Promotions, More Problems: How HR Can Ease the Pain for New Managers

The title bump is the first of many bumps new managers will encounter on the road ahead.

CHAPTER

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Three Hidden Lessons that New Managers Shouldn't Learn the Hard Way

Help your managers skip the hard lessons and go straight to higher performance.

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There's No "I" in Manager: Help New Leaders Go from Player to Coach

Set your new managers up for a winning season.

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Make sure your managers have the tools to coach themselves before attempting to manage a team.

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3 Coaching Conversations New Managers Need to Master

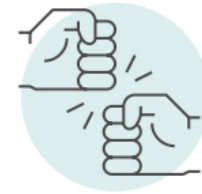
Don't let the acronym fool you; the ABCs of coaching are anything but elementary.



« **Quick Links:** For even more handy resources for your new manager, look for this icon.

CHAPTER 1

More Promotions, More Problems: How HR Can Ease the Pain for New Managers



The title bump is the first of many bumps new managers will encounter on the road ahead.

Face it. Making the switch from employee to manager can be painful—for the rising star, AND their direct reports.

WHAT'S SO TOUGH ABOUT TRANSITIONING TO MANAGEMENT?

The problem isn't a lack of motivation. **Being a manager requires a skill set—and a mindset—that's often a total 180 from what got them this far in their careers.** Just because they were awesome at selling or designing widgets doesn't mean they have a clue when it comes to **inspiring awesome** in others.

Today, it's more crucial than ever that HR managers empower new leaders from Day 1. InsideOut Development created this e-book to do just that—**give HR teams tools, guidance, and strategies to help managers take on their new roles like a boss.**

Managers have too much influence to go it alone

There will be plenty of hard lessons leaders will have to learn on their own. How to be an effective leader shouldn't be one of them.

Here's why:

MANAGERS CAN MAKE OR BREAK TEAMS, ONE WORKER AT A TIME.

Did you know that 75% of voluntary turnover can be attributed to bad employee-manager relationships?ⁱ **Managers who aren't effective overseeing and engaging their teams might be very effective running your company into the ground through turnover.**

MILLENNIALS DEMAND COACHES.

Millennials are taking over the workforce. By 2025 millennials will make up 75% of the workforce,ⁱⁱ and they're demanding coaching. **HR teams need to invest in training leaders to effectively conduct the 1:1 meetings and coaching sessions these talented young workers desire.**

MANAGERS HAVE A HUGE IMPACT ON ENGAGEMENT.

Employee engagement is directly linked to regular meetings with managers. **Employees whose managers hold regular meetings with them are three times more likely to be engagedⁱⁱⁱ**—but only if these meetings are more productive than painful.

ⁱ Gallup, "Turning Around Employee Turnover," 2008

ⁱⁱ Deloitte, "Big Demands and High Expectations: The Deloitte Millennial Survey," 2014

ⁱⁱⁱ Harvard Business Review, "What Great Managers Do to Engage Employees," 2015



Who hasn't been on the receiving end of a cringeworthy employee check-in? Empower leaders with the skills to conduct cringe-free 1:1s.

The issues and opportunities are all about conversations

The overwhelming majority of managers are pretty bad at communicating. According to a recent survey by HR.com and InsideOut Development,^{iv} **72% of employees feel their managers are ineffective communicators.** The weakest communication link? Leadership’s inability to hold difficult conversations—65% of workers say this is the largest coaching weakness in their company.

No one wants to have an unpleasant conversation, but unlike the dating world, “ghosting” is not an option. **Managers need to learn to initiate these talks with their heads held high and their emotions buried deep** (things that don’t come naturally to most of us).

GHOSTING *verb*

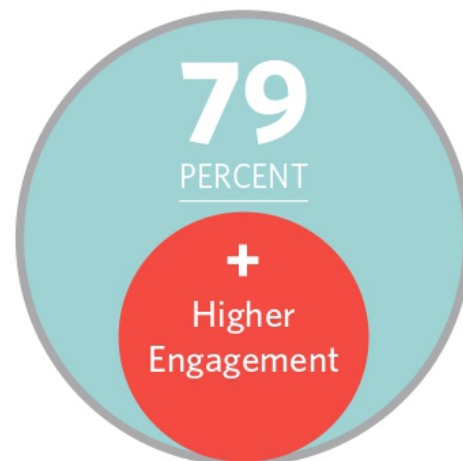
Disappearing without a trace just when a hard conversation needs to take place.

Not just any chat will do —there’s an art and science to effective communication

Of course, conversations are held in the workplace day in and day out. At the Keurig. In the hallways. On Slack. Even over drinks at happy hour. **But managers only drive real positive change when they engage in coaching conversations.**

Don’t settle for the status quo when tools and tricks are available to help new managers have conversations that drive real results. **Companies with frequent conversations bring home some serious goods,^v including:**

- 79% higher engagement
- 70% increased productivity
- 81% improved team function



^{iv} HR.com/ InsideOut Development 2017 Survey “Assessing the Impact of Leader-Led Conversations”

^v Human Capital Institute, “Building a Coaching Culture,” 2014

So how do you teach someone the ins, outs, and the ABCs of coaching conversations? With proven strategies, some coaching of their own, and lots of practice.

Effective coaching dialogue won't happen overnight, but there are ways you can help new managers establish a solid foundation for many winning (and hopefully less uncomfortable) conversations with their direct reports.

The first step in setting up newly appointed managers for success is to **have a coaching conversation about what they should expect in their new roles, and what's expected of them.** In Chapter 2 we'll dive into the hidden lessons that aren't taught to most new managers (but definitely should be).



WHAT THE HECK IS
A COACHING CONVERSATION?
It's a conversation with a structured framework that leaders use to impact the decisions and actions of others.



For more insights on holding great coaching conversations, check out our coaching library of free resources.

CHAPTER 2

Three Hidden Lessons that New Managers Shouldn't Learn the Hard Way



As an HR leader, **your job is to empower others** in your organization—and there's no group of workers in more need of insider wisdom than new managers. **Let's jump right into the nitty-gritty so you can provide your new managers with the tools and resources to be the coaches your organization needs.**

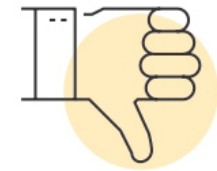
Managers can be part of the problem or you can make them part of the solution. But without proper guidance from the get-go, who knows how much opportunity will be squandered while your new leader is settling in.



» N°1



» N°2



» N°3

Help Managers Get Real, Real Quick with These 3 Lessons

Share these universal truths early-on to avoid some heartache as they acclimate to their new role in running things.

» TRUTH N°1

THEY PROBABLY WON'T RECEIVE REGULAR FEEDBACK.



Individual contributors usually receive positive reinforcement after killing it on a project, be it a shout-out in a team meeting or a talking point in their 1:1. **As the boss, that individual will receive less feedback—positive or negative—for a couple of reasons:**

- **The work is less quantifiable.** Motivating others is hard to see, much less quantify. The results of their efforts will take time to notice, if they're ever noticed at all.
- **Direct reports won't feel comfortable giving feedback.** No matter how down-to-earth or approachable they are, managers will receive less feedback from their team as the leader than they did as a colleague.

Sure, managers still need (and deserve) feedback. They just need a new approach or two in how they ask for it.

Help all your managers gather feedback from their direct reports.

They could:

- Conduct anonymous online surveys
- Skip the “middle-man” by scheduling meetings between their own managers and their direct reports
- Create a feedback form that includes open-ended questions to help determine what the manager is doing well and which areas could use some improvement



This isn't just a “new manager” problem. When asked what employees need most from their manager, 61% said “a sense of feeling heard.” 47% said employees need more opportunities to give feedback to leadership.^{vi}

vi HR.com/ InsideOut Development 2017 Survey “Assessing the Impact of Leader-Led Conversations”

» TRUTH N°2

EVERYONE (YES, EVERYONE) WILL TREAT THEM DIFFERENTLY.



Managers should expect a new level of respect from other managers, but being treated differently by their colleagues can be a tough pill to swallow. These peers—and friends—will no longer include them in venting sessions over vodka tonics and soon, those lunch invites will start to dry up,

too. **No matter how emotionally strong new managers are, it's tough not to take these things at least a little bit personally.**

Set their expectations and share that this happens to everyone who climbs the ranks. It'll lessen the blow to their ego so they can focus on what really matters—motivating their team.

» TRUTH N°3

BEING THE BAD GUY (OR GAL) IS PART OF THE JOB.



No one likes to have tough conversations. In fact, most employees clearly think their leaders are struggling (#failing) in this area. New managers need to be prepared to tackle those tough convos, and listen to grievances about other team members—both professional and

personal (talk about uncomfortable!). They can't just ignore the talks and "do the work" because this IS their work now.

It will take constant practice and discipline for new leaders to learn how to handle these conversations in ways that are both constructive and positive. Coach new managers on how to leave their emotions at the door, or at least perfect their poker faces.

Avoiding growing pains

So, how do you help new leaders avoid these growing pains?

By managing their expectations and helping them understand how they'll need to change their perspective to embrace their new role.



Stay tuned for the next chapter to discover how to help your new leaders transition from being the all-star player to the team coach.

CHAPTER

3

There's No "I" in Manager: Help New Leaders Go from Player to Coach

Life was simpler for new managers when they were individual contributors focused solely on their own efforts and outcomes. Now, they will be doing less of what they loved. Instead, their success will be tied to how well the team performs without the manager's all-star contributions.

This can be a tough shift as they've spent years sharpening their skills. They know they can personally contribute to the end goal in big ways, but motivating others to do the same can be tricky. **To be an effective leader, they will first need to become an effective coach.**



WORKPLACE COACHING:
A WINNING STRATEGY

This intentional dialogue between a manager and employee can:

- Promote breakthroughs
- Create alignment
- Foster progress

When working means more than doing the work

Your new manager was an all-star in their old role, but being a manager is a whole different ballpark. Whatever skills landed them the promotion in the first place will get a little rusty from lack of use. The satisfaction of crossing things off a to-do list will be replaced with evaluating where things are, what needs to happen next, and whether each task aligns with predetermined team goals.

ENTER THE TRANSITION FROM WORKING AUTONOMOUSLY TO BEING A WORKPLACE COACH.

The primary job of a manager is to provide direct reports with the motivation and freedom to complete the tasks at hand as effectively and efficiently as possible. This will require frequent check-ins, progress updates, and conversations that weren't part of the gig before—A LOT of them.

A sinking feeling of unproductivity will set in, since the manager's hands are no longer the ones on the keyboard, and their ideas aren't necessarily the ones being executed. A shift of this magnitude—from individual contributor to coach—shouldn't be left to chance or allowed to stumble along.

That's where workplace coaching comes in.

Many new managers try to substitute mentoring relationships for quality coaching conversations. And while mentoring has its place, it shouldn't be your default.



Mentoring & Coaching: Cousins, but Certainly Not Twins

While the terms mentoring and coaching are often used interchangeably, upon closer examination, they definitely aren't twinzies.

	METHODOLOGY	RELATIONSHIP	DURATION	OUTCOMES
<p>Mentoring</p> 	<p>Organic: Mentoring is often organic and less structured, and focuses on support and listening. Mentors typically share personal experiences and require no formal training.</p>	<p>Top-down: Mentors are typically more senior or experienced than those they mentor, and the relationship emerges naturally over time.</p>	<p>Undefined: Mentoring is usually conducted without a defined path or duration.</p>	<p>Individual development: Goals may or may not be defined in mentoring conversations.</p>
<p>Coaching</p> 	<p>Intentional: Coaching consists of structured questions and processes rather than relying on a coach's individual experiences. The process can be learned quickly and applied immediately.</p>	<p>Partnership: Workplace coaches are often managers, but great outcomes can come from peer-to-peer coaching or even self-coaching as long as there is commitment to the process.</p>	<p>Consistent: Coaching is a skill that can (and should) be practiced in every conversation.</p>	<p>Elevated performance: Coaching conversations use targeted questions to achieve specific goals.</p>

Coaching is the go-to strategy to get results

Done right, coaching can provide the structure and processes that drive results. Here's how:

- Managers reduce **interference** so employees can do their best work
- Managers ask the right questions, motivating employees to tap into potential and knowledge they already have
- Employees' engagement, accountability, decision-making, and communication skills improve
- Everybody wins, especially the organization



Interference is anything that gets in the way of getting the job done—from unnecessary environmental noise or overflowing inbox, to distracting thoughts and emotions.

THE FIRST STEP IN BECOMING AN EFFECTIVE COACH IS AN ATTITUDE ADJUSTMENT

OK, maybe it's more of a mindset shift, but no matter the nuance, the impact is hard to ignore. New managers need to transition from outside-in communication to an InsideOut approach.

OUTSIDE-IN CONVERSATIONS: THE STATUS QUO THAT HAS COMPANIES STUCK

The outside-in approach is how most manager-employee conversations take place. The manager does most of the talking—giving advice or telling the worker what needs to be done. This form of communication creates a very executional, just-get-it-done way of operating for the employee (AKA: order-taking).

INSIDEOUT APPROACH TO CONVERSATIONS: THE SHIFT THAT INSPIRES AWESOME

Rather than talking at (or even down to) the employee, the manager asks structured and thoughtful questions to help their reports make their own decisions. These questions create an environment where workers are free to speak their minds, open their thinking to new ideas, and ultimately take greater ownership of outcomes. Bonus: the more frequently employees make these decisions, the better they get at it.

6 Steps to Great Coaching Conversations

Not all coaching conversations will look or sound the same, but these steps are a great place to start. Share this framework with new managers to set them up for more effective coaching conversations:

1. **Believe in a performer's greatness**—Managers who believe in their employees' abilities are often rewarded with improved performance.
2. **Act as a mirror**—Provide objectivity through your actions. Mirror the body language of the direct report.
3. **Create a context of possibility**—Great leaders reject the status quo and encourage their team to shoot for the moon. This is how true innovation takes place.
4. **Get clear about responsibilities**—Managers must make sure they aren't doing all the work, but instead, guiding and coaching as the employee gets it done.
5. **Create a safe environment**—Keeping any personal opinions or biases under wraps is crucial for open, honest conversation. Simply listening and observing is a safe bet.

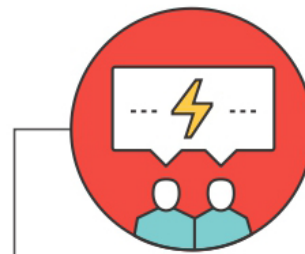
6. **Become comfortable with uncertainty**—New and innovative ideas don't come with guarantees. The key to being a good coach is maintaining a certain level of trust throughout the process and being open to unpredictable outcomes, and yes, even failure.

Before any leader can be effective at coaching others, they must first understand the principles and best practices of being their own best coach. In Chapter 4, we'll take a look at how being an effective coach begins with coaching yourself.



COACHING CAN BRING TREMENDOUS RESULTS—IF DONE RIGHT.

Poor coaching (*without following a proven framework*) risks worse results than not coaching at all.

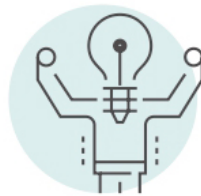


See what a coaching conversation can do for you.

Call 888.262.2448 and mention this e-book for a complimentary consultation with one of our coaching specialists.

CHAPTER

4

How to Help New Managers
Coach from the InsideOut

EMOTIONAL EINSTEINS MAKE AWESOME LEADERS.

Emotional IQ, or emotional intelligence, is the ability to recognize and monitor the emotions of yourself and others in order to enhance your behavior and your relationships.

The transition from player to coach starts with being coachable.

Being coachable doesn't mean being an order-taker or a pushover. It means having the emotional IQ to:

- Openly accept feedback
- Engage in meaningful dialogue
- Be receptive to new ideas
- Be agile and innovative
- Make faster decisions

With consistent practice and commitment to the process, any manager can become a coach capable of elevating performance that leads to breakthroughs.

Check Yourself: The Importance of Emotional Self-Regulation

When it comes to their emotions, new managers will lead by example whether they mean to or not. **Emotions have the power to motivate, but they also have the power to derail and distract.** Emotional contagion^{vii} is real, with negative emotions spreading faster than happy vibes could ever dream of.

AWARENESS IS THE KEY TO BEING TRANSPARENT WITHOUT BEING TOXIC

Leaders should learn how to be candid and authentic without polluting the workplace with highly contagious negativity. They may have vented up a storm as individual contributors, but now they're setting the standard—so they'll have to censor the verbal and non-verbal vibes they are putting out.

This requires constant attention to and evaluation of what they're saying (and not saying). Not just daily, but minute-by-minute. **Ongoing self-awareness and self-regulation only come with practice, practice, practice.**



In the next chapter, we'll cover the three types of coaching conversations that all managers must learn to lead.

vii Harvard Business Review, "Emotional Contagion Can Take Down Your Whole Team," 2012

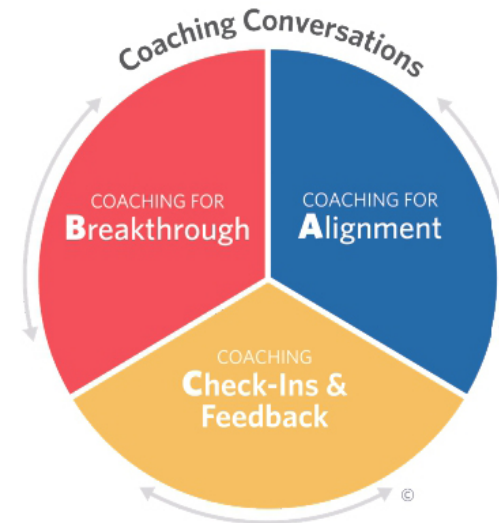
CHAPTER 5

3 Coaching Conversations New Managers Need to Master



Coaching conversations are the secret sauce to managing like a boss.

While manager’s conversations will run the gamut, there are three types of coaching conversations they should be able to execute with ease:



Don’t let the acronym fool you. The ABCs of coaching conversations are anything but elementary. **Mastering them is absolutely essential to becoming an effective manager and coach.**

Let’s take a closer look at exactly what they are and how to constructively have these conversations.

Alignment Conversations: Unfortunately Uncomfortable (But They Don't Have to Be)



While many coaching conversations will be positive, managers need to prepare themselves for the instances when these talks will require preparation and strength. **Holding difficult conversations is one of the biggest challenges for new managers,**^{viii} but there is hope (and help).

Alignment conversations are the trickiest coaching scenarios. Something is off, and the manager and employee need to gain alignment or agreement to move forward.

Occasionally, the misaligned person knows exactly what the issue is and they are flat-out refusing to cooperate. But often, they are completely unaware there's even a problem.

There's a thin line between conversation and confrontation, so alignment conversations require the utmost care—and plenty of practice. There are steps your managers can take to handle these challenging discussions like pros.



^{viii} HR.com/ InsideOut Development 2017 Survey "Assessing the Impact of Leader-Led Conversations"

Save the Drama: Share the 3 Ps of Alignment Conversations

Through more than 30 years of practice and lessons learned, InsideOut Development has developed some tricks to ensure your managers are well-equipped for alignment conversations.

Here are the 3 steps you should pass along to help new leaders be ready for the tough conversations ahead:

» PREPARE

- What is the goal or desired outcome of this conversation?
- What are the consequences if alignment is not reached?
- Write it all down, get it all out.

» PLAN

- Map out how the conversation should be structured.
- Write down exactly what you want to say.
- Write down potential responses from the other person from every angle. Will they agree? Scream and cry? Think through all the possibilities now (and how you'll respond) to alleviate some of the anxiety.

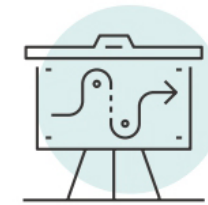
» PRACTICE

- Having it all down on paper is only part of the preparation that needs to take place.
- Conduct dry runs of what you're actually going to say—maybe with a spouse or trusted colleague. The important part is to say the words out loud.
- The car can be a great place to practice, just don't let it create any road rage.

Once your new leaders have implemented the 3 Ps, it's time to actually have the conversation.



PREPARE



PLAN

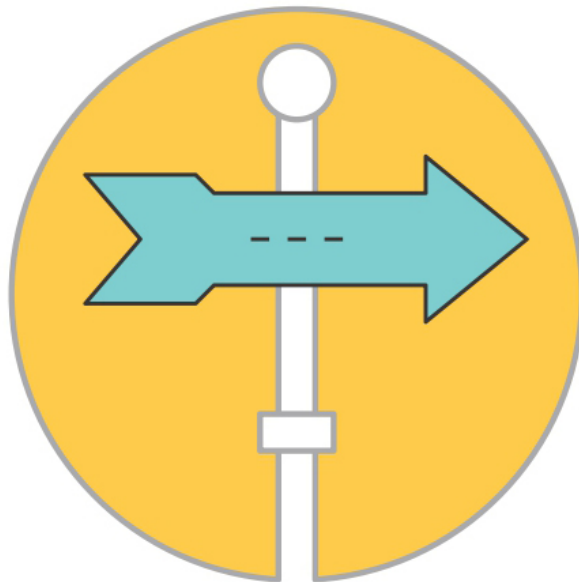


PRACTICE

Go-Time Tips for Tough Alignment Conversations

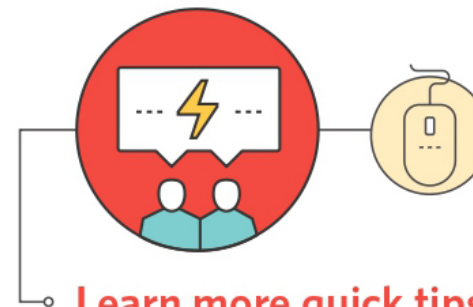
Share these tips with new managers so they can handle tough alignment conversations like seasoned leaders:

1. **Set the tone**—Be open and transparent that there’s a problem and that you want a collaborative effort in solving it.
2. **Choose your words wisely**—Just like you’ve practiced, you need to keep your emotions at bay, and those verbal cues could really get you in trouble if left unchecked.
3. **Listen**—Listen more than you speak, and paraphrase to demonstrate you are, in fact, listening (not just biting your tongue).



4. **Summarize and set a plan**—Be clear on next steps, who is doing what, and when you will check back in.
5. **Follow up**—Give some time for things to take place, then follow up just like you said you would. If you need to have another tough conversation at this point, you’ve got this. Just see step one and repeat.
6. **Assess**—Make a mental note of what worked and what didn’t, then apply those lessons to the next not-so-fun conversation.

Now that we’ve covered the tough one, let’s discuss the other coaching conversations that will need to become second nature for newfound managers.



Learn more quick tips for all your conversations at [InsideOut Development’s blog](#).

Kind of a Big Deal: Breakthrough Conversations



Breakthrough conversations are crucial since it's up to the manager to enable and inspire employees to have breakthroughs. These motivational dialogues can lead to achieving preset goals and unexpected wins.

Fortunately, your managers don't have to be Tony Robbins to inspire greatness

in others. Not when there's the GROW® Model, anyway.

At InsideOut Development, we use the GROW Model to help managers get the most out of every conversation—and every team member.

Goal: start with the end goal

Reality: assess the current situation

Options: discuss options and possible solutions

Way Forward: map out the path from option to desired outcome

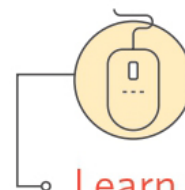
While these steps may seem simple, it takes some finesse to ensure managers don't fall into the "tell"—or outside-in—approach when going through the process. **Instead, they ask the right questions to inspire employees to come up with the list of solutions, rather than simply solving the problem for them.**

In our coaching sessions, we help managers map out specific questions that will ultimately lead to the best possible outcomes: higher engagement, improved decision-making, and accountability.

Lasting breakthroughs will require more than one conversation, which leads us to the third category of coaching conversations.



GROW Model



[Learn more about the GROW Model in this 90-second video.](#)

Check-In and Feedback Conversations: Frequent Communication for the Win



To keep up with the cadence of modern business, today’s workers need constant feedback on their performance. Make it a goal to conduct individual 1:1s or check-ins with employees at least once a month, if not once a week.

While the idea of even more meetings every week is enough to make

anyone cringe, there are some ways to ensure these meetings are productive. As the name implies, check-ins and feedback conversations are meant to be brief and focused.

Teach managers these six simple steps:

1. **Start with a clear agenda**—Have a specific list of what you want to cover, but don’t just run through them. Let the employee share their agenda items first.
2. **Ask open-ended questions**—Apply the InsideOut mindset and see what employees can bring to light.
3. **Listen more than you talk**—Easier said than done, but absolutely necessary when empowering direct reports.

4. **Cover the tasks at hand, but don’t forget the long-term goals**—It’s easy to only put out the fires in front of you, but if workers don’t feel like you’re investing in or listening to the big picture, you could have an even bigger fire on the horizon.
5. **Set SMART goals**—Make sure what needs to happen next is clear by establishing specific, measurable, attainable, realistic, and timely goals.
6. **Follow up**—Establish when you’ll follow up, then be sure to follow through.

To be an effective manager, your leaders will need to master all three types of coaching conversations. And the fastest way to make that happen? Invest in workplace coaching.



HOW TO CHECK IN BETWEEN 1:1S:

- **Go live**—Have in-person or phone conversations more than emails (especially important for remote workers).
- **Be responsive**—Reply to emails within 24 hours.
- **Get personal**—Make a point to have non-transactional conversations, too. It can be as simple as talking about last night’s big game.

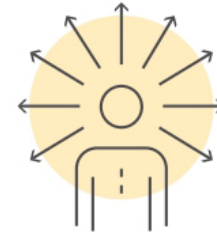
Everyone Wins with Workplace Coaching

Coaching conversations don't come naturally for most of us, but, **the benefits of effective coaching organizations are real, measurable, and easy to replicate with every new manager who climbs the ranks.**

Organizations that commit to coaching see a spike in the KPIs that really matter:

- **Increased employee engagement**
- **Improved accountability**
- **Enhanced innovation**
- **Reduced turnover**
- **Happier employees**

InsideOut Development has an arsenal of proven strategies designed to help new and seasoned leaders become effective coaches. **Our flagship coaching program is designed to help managers dramatically improve the impact of their day-to-day conversations, ultimately leading to real impact.**



THE INSIDEOUT MINDSET IS AN “ASK” APPROACH TO MANAGEMENT.

Instead of trying to add to the employee's knowledge, you're asking, “what can I bring out of my employee?” With an InsideOut mindset, your goal is to remove barriers so the individual can act on the knowledge that they already have.



You'd be amazed how much one conversation can change the course of your organization.

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