



Developing New Managers

GLOBAL COURSEWARE

Getting Started

Effective, high-quality management is key to organizational success.

Organizations need to have skilled managers in place, but managers don't just appear out of nowhere; they need to be developed.

Workshop Objectives



- Discuss strategies for developing new managers
- Understand the importance of defining a clear management track
- Determine core roles and competencies for managers
- Understand the importance of continuous development for managers



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I think the best training a top manager can be engaged in is managing by example.

Carlos Ghosn

MODULE TWO

Managers are Made, Not Born

Developing new managers is a continuous process.

The most important part of developing new managers is giving them opportunities to develop key management skills.



Managers Must Be Developed

When new managers struggle, it is more often than not a result of underdevelopment, not lack of talent or potential.

Management Skills Can Be Learned

Time management

People
management

Interpersonal skills

Industry-specific
skills





Managers Learn By Being Managed Well

- Responsiveness
- Speaking clearly and politely to colleagues, customers, and clients
- Holding one's self and one's employees to high standards

Create a Management Track

Key competencies

Years of experience

Potential paths

Education requirements



Practical Illustration



- Managers Must Be Developed
- Management Skills Can Be Learned
- Managers Learn by Being Managed Well
- Create a Management Track

Module Two: Review Questions

1. Which of the following is true of management skills?

A. Some skills come more easily to some people

B. They can be learned

C. They are always being developed and refined

D. All of these

Module Two: Review Questions

2. Which is true of managers?

A. They are born

B. They are made

C. People are either management material or they are not

D. None of these

Module Two: Review Questions

3. How do most managers say they learned to manage well?

A. By being managed well themselves

B. From training courses

C. By being poorly managed themselves

D. Role playing

Module Two: Review Questions

4. Which is true of developing new managers?

A. It should be done after an employee takes a role

B. It is not the responsibility of the organization

C. It should be done continuously

D. It should only be done when managers are struggling

Module Two: Review Questions

5. Why do many new managers struggle?

A. Lack of potential

B. Underdevelopment

C. Incompetence

D. Stress

Module Two: Review Questions

6. How does developing new managers benefit the organization as a whole?

A. It prepares employees to transition to new roles, promoting retention

B. It prepares employees to transition to new roles, enabling inside rather than outside hiring

C. It prepares employees to succeed in managerial roles

D. All of the above

Module Two: Review Questions

7. Which of the following should you include when creating a management track?

A. Educational requirements for managers

B. Experience requirements for managers

C. Typical paths through other positions to management

D. All of the above

Module Two: Review Questions

8. How should you communicate with employees about the management track?

A. Wait for them to ask about it

B. Make it available on the server

C. Discuss it with them during annual reviews or other performance reviews

D. None of the above

Module Two: Review Questions

9. What is the most important thing to consider when developing a new manager?

A. How you can offer them opportunities to develop

B. How you can empower them to take charge of their own professional development

C. What chances you can provide for them to showcase their strengths

D. All of the above

Module Two: Review Questions

10. Asking an employee to make the transition from a non-managerial role to a managerial one without _____, is a recipe for failure.

A. Discussing it with them first

B. Understanding their goals

C. Developing their skills

D. None of the above



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I got even with all the bad management I had by being a good manager.

Victoria Principal

MODULE THREE

Create a Management Track

Creating a clear management track provides employees with a guide for the skills, experiences, and professional development they will need in order to become managers.

Clearly Define Roles and Competencies

Spend time clearly defining the different roles that managers play in your organization.



Provide Tools

Provide employees with tools they need to become effective managers.





Identify Candidates Early

Identifying candidates for the management track as early as possible gives you the greatest chance to develop successful managers.

Clearly Define the Management Track

This will empower employees to direct their professional development towards managerial positions.



Practical Illustration



- Clearly Define Roles and Competencies
- Provide Tools
- Identify Candidates Early
- Clearly Define the Management Track

Module Three: Review Questions

1. What should you clearly define for new managers?

A. Roles and competencies

B. Incentives

C. Sanctions

D. None of the above

Module Three: Review Questions

2. Where can you look for information on managerial roles and competencies?

A. Job descriptions

B. Talking to current managers

C. Reflecting on your own managerial experience

D. All of the above

Module Three: Review Questions

3. Which of the following is a tool that is useful for developing new managers?

A. External training

B. Internal workshops

C. Peer groups

D. All of the above

Module Three: Review Questions

4. Which of the following is true?

A. Talented managers don't need support tools to succeed

B. Motivated managers don't need training

C. Tools should be provided only to struggling managers

D. Even talented, motivated managers will struggle without the right tools

Module Three: Review Questions

5. What does a clearly defined management track do?

A. Transfers all responsibility for employee development to the individual employee

B. Empowers employees to help direct their career growth

C. Prevents lawsuits

D. None of the above

Module Three: Review Questions

6. When should potential management candidates be identified?

A. When a current manager resigns

B. When a new position is created

C. When a new position needs to be filled

D. As early as possible

Module Three: Review Questions

7. Which of the following is a way to identify potential candidates for management?

A. Employee annual reviews

B. Referrals from managers and supervisors

C. Talking to employees about their goals

D. All of the above

Module Three: Review Questions

8. Once a management track is created, what should you do?

A. Make employees aware of it

B. Discuss it with employees who express management goals

C. Make it available in hard copy or online

D. All of the above

Module Three: Review Questions

9. Creating _____ is a vital tool for developing new managers.

A. A vision board

B. A management track

C. A and B

D. Neither A nor B

Module Three: Review Questions

10. _____ serves as a way to develop employees with managerial aspirations and potential.

A. A clear management path

B. A vision board

C. SMART goals

D. None of the above



“

A manager is responsible for the application and performance of knowledge.

Peter Drucker

MODULE FOUR

Define and Build Competencies

The skills for effective management can be learned and built; however, they can only be learned and built if those who aspire to management know what those skills and competencies are.



Clearly Define Competencies Needed

When seeking to create a clear management track, ask what competencies and skills effective managers practice.

Identify Strengths

Every employee has things they do well; identify an individual's strengths.



A decorative graphic on the left side of the slide. It features a vertical column of five white paper airplanes on a dark blue background. A dashed white line starts from the bottom of this column and curves upwards and to the right, ending at a blue paper airplane that is positioned above the main text area.

Identify Development Needs

After you have identified an employee's strengths, take time to identify their development needs.

Provide Development Opportunities

When you have discussed strengths and development needs, work with that employee to make a plan.



Practical Illustration



- Clearly Define Competencies Needed
- Identify Strengths
- Identify Development Needs
- Provide Development Opportunities

Module Four: Review Questions

1. Which should be the first step in creating a management track?

A. Identifying competencies

B. Allocating deliverables

C. Setting a timeline

D. Reviewing the budget

Module Four: Review Questions

2. What does identifying competencies do?

A. Gives a clear picture of what skills a manager needs

B. Helps employees direct their development efforts

C. Helps in identifying management candidates

D. All of the above

Module Four: Review Questions

3. What should you identify first when working with an employee?

A. Development needs

B. Strengths

C. Goals

D. Consequences

Module Four: Review Questions

4. Where can you get information about strengths?

A. The employee's supervisor

B. Employee evaluations

C. The employee's self-assessment

D. All of the above

Module Four: Review Questions

5. What should you do when identifying development needs?

A. Frame them as opportunities not weaknesses

B. Tie them to areas of strength when possible

C. Create a plan for developing these areas

D. All of the above

Module Four: Review Questions

6. Development needs should be linked to which of the following?

A. The employee's career goals

B. The employee's strengths

C. Concrete steps for improvement

D. All of the above

Module Four: Review Questions

7. The development process should be _____.

A. Strict

B. Tightly overseen

C. One time

D. Ongoing

Module Four: Review Questions

8. Which of the following is a way to address development needs?

A. External training

B. Mentoring

C. On the job practice

D. All of the above

Module Four: Review Questions

9. Effective managers are born; those skills are always a natural instinct.

A. True

B. False

Module Four: Review Questions

10. What should you ask managers when researching the competencies required to become a manager?

A. What a typical day looks like as a manager

B. What type of challenges do they face

C. What tools are helpful in their role

D. All of the above



“

*In most cases, being a good boss means hiring talented people
and getting out of their way.*

Tina Fey

MODULE FIVE

Managers Learn By Being Managed Well

While courses and trainings on management skills are valuable and should be used, people appear to learn the most about managing by *being managed*.



Pair New Managers With Mentors

Identify the top managers in your organization, and encourage them to mentor up and coming managers.

Reward Effective Managers

Recognizing and rewarding those managers reinforces that good management is valued.





Emulate Effective Managers

Managers who have been managed well often emulate behaviors and practices they've learned from past managers.

Create and Document Best Practices

Adopting best practices helps to ensure consistency, and serves as a guidepost for managers as they develop and grow.



Practical Illustration



- Pair New Managers with Mentors
- Reward Effective Managers
- Emulate Effective Managers
- Create and Document Best Practices

Module Five: Review Questions

1. How do most managers learn to manage well?

A. By being managed well themselves

B. In business school

C. From being managed poorly

D. None of these

Module Five: Review Questions

2. How does being paired with a mentor develop a new manager?

A. It gives them the chance to see a good manager in action

B. It provides the new manager with someone to emulate

C. It provides the new manager with a support person

D. All of the above

Module Five: Review Questions

3. What should you reward?

A. High sales

B. Effective managers

C. Winning at all costs

D. Nothing

Module Five: Review Questions

4. Which is true of rewarding effective managers?

A. It demonstrates that the organization values good management

B. It motivates managers to continue performing well

C. It promotes retention

D. All of the above

Module Five: Review Questions

5. What should be encouraged?

A. Emulation of good managers

B. Emulation of poor managers

C. Outside hiring

D. None of these

Module Five: Review Questions

6. What does emulating good managers do?

A. Helps spot incompetence

B. Helps find the best solution

C. Gives employees an experience
of being managed well

D. Helps spot potential problems

Module Five: Review Questions

7. What should be created and documented?

A. Best practices

B. Clear sanctions

C. Potential problems

D. Financial goals

Module Five: Review Questions

8. What does documenting best practices do?

A. Helps promote organizational culture

B. Serves as a resource for new managers

C. Codifies expectations of effective management

D. All of the above

Module Five: Review Questions

9. What type of rewards are acceptable?

A. Financial

B. Incentives

C. Symbolic

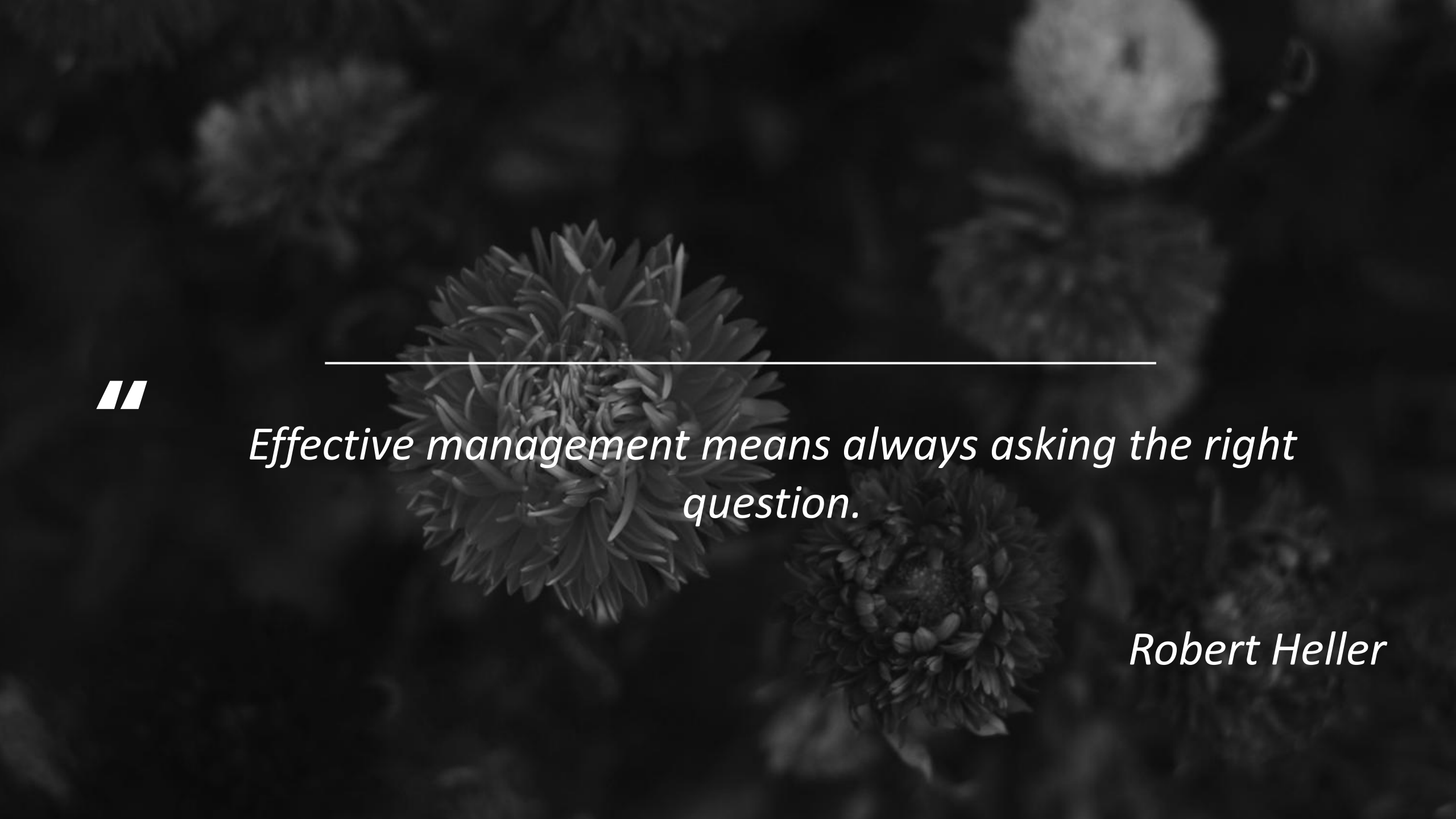
D. All of the above

Module Five: Review Questions

10. A document outlining *Best Practices* of managing should be extensive.

A. True

B. False



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Effective management means always asking the right question.

Robert Heller

MODULE SIX

Provide Tools

A key component to developing new managers is providing them with the tools they need in order to be successful.



Provide Manuals and Policy Documents

They provide a sense of structure to the job duties, the organizational culture, and expectations of the manager.

Empower New Managers

Empower new managers by allowing them to make mistakes or fix problems, rather than stepping in yourself.



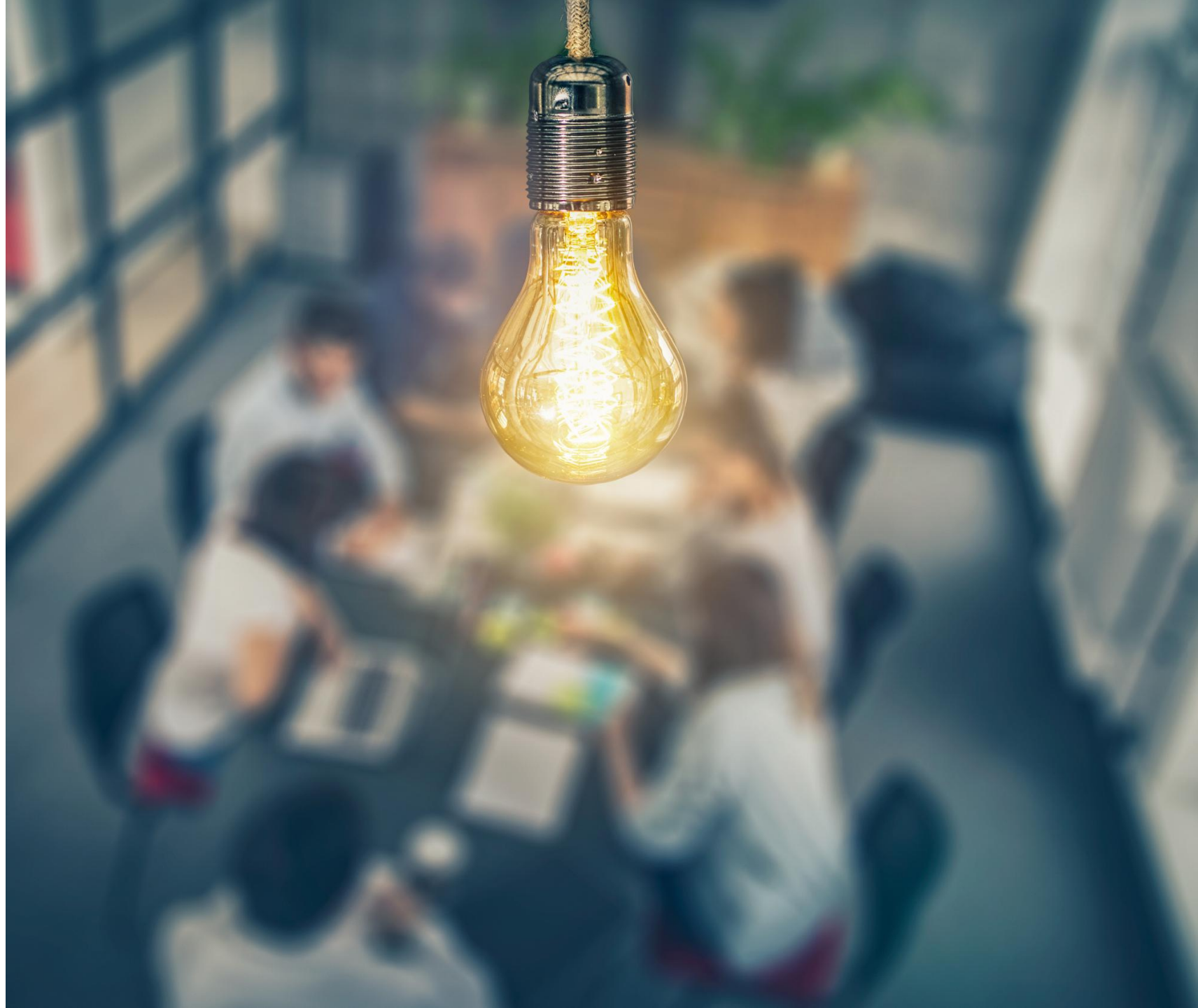


Provide Support

Those new to management may be hesitant to take action, or may be nervous about exerting authority.

Provide Training and Development Opportunities

Every new manager will need some training and development as they step into a new role.



Practical Illustration



- Provide Manuals and Policy Documents
- Empower New Managers
- Provide Support
- Provide Training and Development Opportunities

Module Six: Review Questions

1. What should you provide for new managers?

A. Manuals

B. Policy documents

C. Development opportunities

D. All of the above

Module Six: Review Questions

2. What do manuals do?

A. Provide a roadmap for how to do the day-to-day aspects of a job

B. Help managers solve their own problems

C. Provide a guide to organizational culture

D. All of the above

Module Six: Review Questions

3. New managers should be _____.

A. Closely supervised

B. Micromanaged

C. Empowered

D. None of the above

Module Six: Review Questions

4. What can help empower a new manager?

A. A clear job description

B. Being allowed to make decisions
on their own

C. Knowing that established
managers trust them

D. All of the above

Module Six: Review Questions

5. What should you do when you disagree with a new manager?

A. Confront them in front of employees

B. Address the concerns privately

C. Find them

D. None of the above

Module Six: Review Questions

6. How do many new managers feel when entering a new role?

A. Confident

B. Relaxed

C. Competent

D. Nervous

Module Six: Review Questions

7. Which is NOT true of training and development?

A. It should only be provided to struggling employees

B. It should be provided to all employees

C. It is an important tool for developing new managers

D. It should be continuous

Module Six: Review Questions

8. Which of the following is a potential training and development opportunity for a new manager?

A. A workshop offered by HR on employee evaluation

B. Working with an established manager to develop a budget

C. A training on new payroll software offered by the vendor

D. All of the above

Module Six: Review Questions

9. Who benefits from well-trained managers?

A. The new manager

B. The organization they work for

C. A and B

D. Neither A nor B

Module Six: Review Questions

10. When should policy documents be provided to managers?

A. When they ask for help

B. ASAP

C. As they transfer into their new position

D. None of the above



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*Management is above all a practice where art, science, and
craft meet.*

Henry Mintzberg

MODULE SEVEN

Provide Support

When there are support systems in place, and those systems are readily accessible, employees are much more likely to access them.



Encourage Peer Networking

Some organizations create formal peer support groups, where employees at a similar career stage meet regularly to support each other.

Establish Resource People

By establishing a network of resource people, you also ensure that the information and answers given are consistent.





Encourage Mentor Relationships

Mentoring relationships are vital to employee development, particularly as employees transition to management.

Establish Regular Check-Ins

You may do check-ins face to face, over the phone, or over email.



Practical Illustration



- Encourage Peer Networking
- Establish Resource People
- Encourage Mentor Relationships
- Establish Regular Check-Ins

Module Seven: Review Questions

1. What type of environment should you cultivate?

A. One where peers compete

B. One where peers support each other

C. One where self-sufficiency is most important

D. None of the above

Module Seven: Review Questions

2. How do peer networks help develop new managers?

A. They serve as a source of support

B. They serve as a place for shared knowledge

C. They allow peers to learn from each other's experiences

D. All of the above

Module Seven: Review Questions

3. Having a group of resource people does which of the following?

A. Empowers new managers to problem solve

B. Ensures consistency

C. A and B

D. Neither A nor B

Module Seven: Review Questions

4. You resource people should be which of the following?

A. Only lower-level employees

B. Only managers

C. Accountable to you personally

D. Experts in their area

Module Seven: Review Questions

5. All but which of the following is true of pairing new managers with mentors?

A. Mentors serve as support for new managers

B. Mentors provide models of effective management

C. Mentors hinder the development of new managers

D. Mentors can help empower new managers

Module Seven: Review Questions

6. You should encourage new managers to do which of the following?

A. Seek out a mentor in the organization

B. Mentor their own direct reports

C. Seek out multiple mentors if it is appropriate

D. All of the above

Module Seven: Review Questions

7. How often should you check in?

A. As often as you and the new manager agree is appropriate

B. Only when there is a problem

C. Daily

D. Yearly

Module Seven: Review Questions

8. What should you do during regular check in time?

A. Ask the new manager how the job is going

B. Report their coworker's concerns or questions

C. A and B

D. Neither A nor B

Module Seven: Review Questions

9. Why might a new manager be reluctant to seek help?

A. They are nervous

B. They are over confident

C. They don't want to appear
incompetent

D. They might be depressed

Module Seven: Review Questions

10. Today's new managers will become _____.

A. Over confident in their role and likely leave the company

B. Focused on training

C. Support for future up and coming managers

D. Overwhelmed without resources



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Hard work turns talent into genius.

Anna Pavlova

MODULE EIGHT

Identify Strong Candidates Early

Identifying strong candidates for management roles should be an ongoing process, and employees with management aspirations and potential should be identified as early as possible.



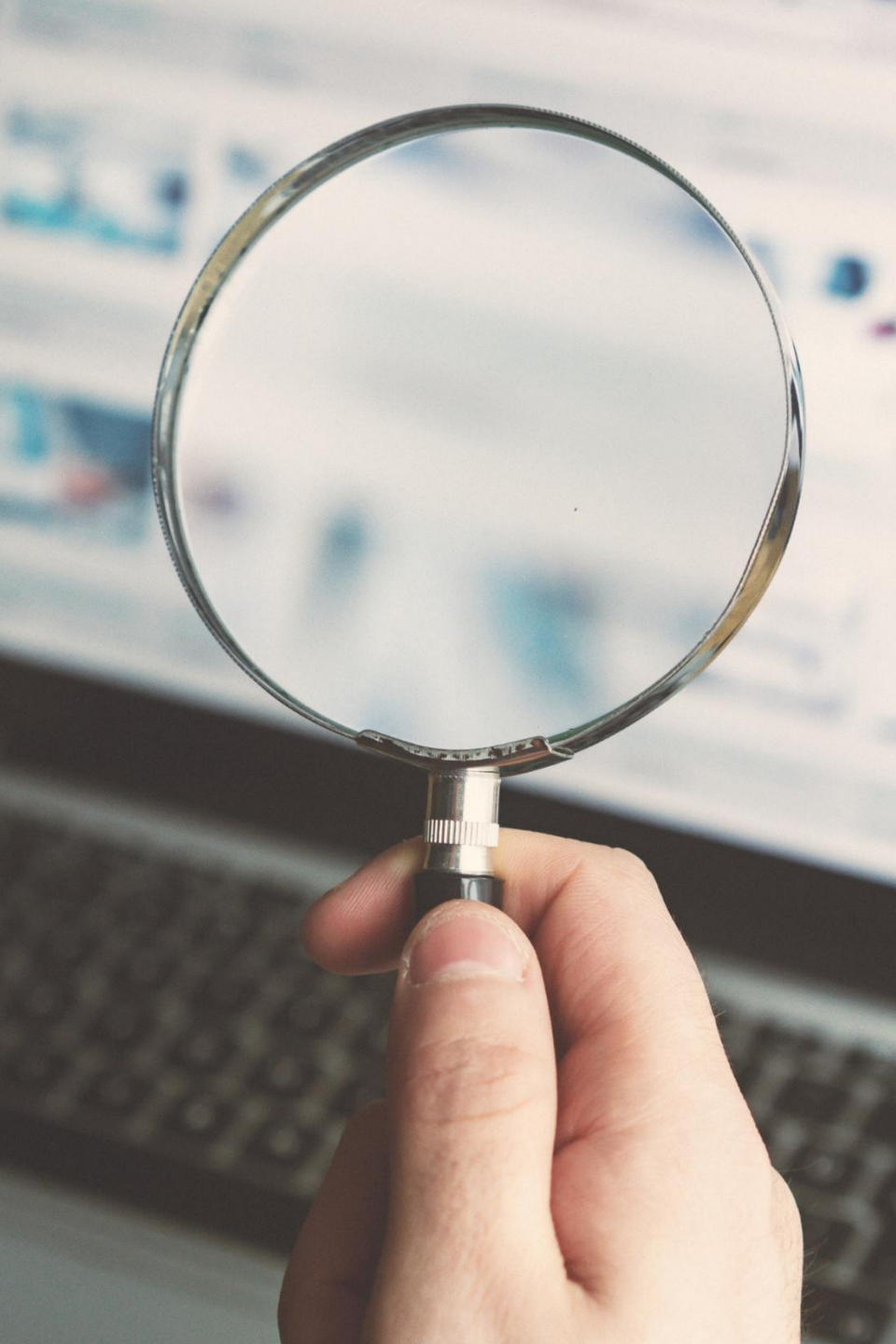
Development Begins Early

Waiting until there is a vacant position to develop an employee with potential means trying to rush the process, which is stressful for all involved.

Identify Candidates Early

Highly productive employees may be candidates for management.





Identify Candidates Through Review

The annual employee performance review is perhaps the richest source when seeking to identify strong candidates for management.

Develop Those With Management Goals

Identify strengths and development areas, and work with the employee to create a plan.



Practical Illustration



- Development Begins Early
- Identify Candidates Early
- Identify Candidates Through Reviews
- Develop Those with Management Goals

Module Eight: Review Questions

1. When should development of new managers begin?

A. When they take the job

B. When a job opens up

C. When there is time

D. As early as possible

Module Eight: Review Questions

2. How can you develop new managers early?

A. Company-wide trainings and workshops

B. Work one on one with employees who have management goal

C. External trainings for employees who wish to move into management

D. All of the above

Module Eight: Review Questions

3. When should we identify potential candidates for management?

A. During the process of hiring a new manager

B. When a managerial job comes open

C. Early and continuously

D. Never

Module Eight: Review Questions

4. Which of the following can help us identify management candidates?

A. Employee reviews

B. Recommendations from supervisors

C. Discussions with employees

D. All of the above

Module Eight: Review Questions

5. How can the annual review help us identify management candidates?

A. It is an opportunity to discuss the employee's goals

B. It highlights the employee's strengths

C. It provides information about the employee's development needs

D. All of the above

Module Eight: Review Questions

6. What should you ask the employee about in the annual review?

A. Their professional goals

B. Their strengths

C. Their development plans

D. None of the above

Module Eight: Review Questions

7. What should you do with employees that express management goals?

A. Ignore them

B. Develop them

C. Micromanage them

D. Promote them

Module Eight: Review Questions

8. What should you discuss with an employee who has management goals?

A. Whether or not you think they can succeed

B. Compensation

C. The management track

D. None of the above

Module Eight: Review Questions

9. Identifying potential managers early provides:

A. The company time to invest in development

B. A clear management track

C. Training

D. Motivation

Module Eight: Review Questions

10. Every employee is a potential manager.

A. True

B. False



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Success in management requires learning as fast as the world is changing.

Warren Bennis

Clearly Define the Management Track

Oftentimes, employees have an interest in transitioning to management but don't understand the process. This may keep talented people from pursuing managerial positions.



Make the Path to Management Clear

When creating a management track for your organization, clarity should be the primary concern.

A Clear Track Is a Guidepost

When an employee has a clearly laid out management track, they can shape their efforts and goals.





A Clear Track Ensures Quality Training and Support

A clearly laid out management track is also useful when planning training, support, and development.

Succession Planning and Change Management

Internal candidates are already familiar with organizational culture and resources.



Practical Illustration



- Make the Path to Management Clear
- A Clear Track Is a Guidepost
- A Clear Track Ensures Quality Training and Support
- Succession Planning and Change Management

Module Nine: Review Questions

1. How can a clear management track help with employee retention?

A. It helps employees to keep growing

B. It helps employees know how to pursue their goals

C. It helps employees move up in the organization

D. All of the above

Module Nine: Review Questions

2. The management track should be what?

A. Busy

B. Respected

C. Clear

D. None of the above

Module Nine: Review Questions

3. A clear management track serves as what?

A. A guidepost for development

B. A map to employee's goals

C. A tool for planning employee development

D. All of the above

Module Nine: Review Questions

4. The management track can be used to create which of the following?

A. Employee development plans

B. Training initiatives

C. Benchmarks for an employee

D. All of the above

Module Nine: Review Questions

5. A clear management track ensures which of the following?

A. Quality training and support

B. Accountability

C. Minimal supervision

D. None of the above

Module Nine: Review Questions

6. A clear management track helps in planning which of the following?

A. Development activities

B. Human resource allocation

C. Financial resource allocation

D. All of the above

Module Nine: Review Questions

7. Having a clear management track can make which of the following easier?

A. Succession planning

B. Change management

C. A and B

D. Neither A nor B

Module Nine: Review Questions

8. What can mentors do when there is a clear management track?

A. Retire early

B. Delegate work

C. Share the spotlight

D. Develop their successors from the earliest stage

Module Nine: Review Questions

9. Oftentimes, employees have an interest in transitioning to management but _____.

A. Like managing people

B. Don't understand the process

C. Collaborating with others

D. None of the above

Module Nine: Review Questions

10. When creating a management track for your organization, _____ should be the primary concern.

A. Clarity

B. Finances

C. Time

D. Reward

A black and white photograph of a person standing on a rocky cliff, silhouetted against a dramatic, cloudy sky. The person's arms are raised in a gesture of triumph or achievement. The sky is filled with large, textured clouds, and a bright light source is visible behind them, creating a strong backlight effect.

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Confidence and empowerment are cousins in my opinion.

Amy Jo Martin

Empower New Managers

It is not enough to simply put someone in a managerial position – they must be empowered to do the job. Find ways to empower new managers from the outset; balancing empowerment with support.



Making Decisions

When first in a managerial position, new managers may be reluctant to make decisions out of fear of being wrong.

Asking For Help

Many new managers may feel as though asking for help makes them look incompetent or weak.





Support, Don't Micromanage

Empowering new managers to make decisions and ask for help facilitates this goal, as they may feel more comfortable operating independently.

Continuous Growth and Development

Help them identify ways to build strengths and address areas of needed development.



Practical Illustration



- Making Decisions
- Asking For Help
- Support, Don't Micromanage
- Continuous Growth and Development

Module Ten: Review Questions

1. What should we do for new managers?

A. Empower them

B. Criticize them

C. Defend them

D. Ignore them

Module Ten: Review Questions

2. What does empowering new managers do?

A. Builds their confidence

B. Shows confidence in them

C. Helps them grow

D. All of the above

Module Ten: Review Questions

3. We should empower new managers to do which of the following?

A. Take action

B. Ask for help

C. Make decisions

D. All of the above

Module Ten: Review Questions

4. Which is **not** a way to empower a new manager to ask for help?

A. Provide them with a list of resources

B. Tell them about times you have needed help

C. Encourage them to seek out assistance

D. Punish them

Module Ten: Review Questions

5. All but which of the following is micromanaging rather than supporting?

A. Requiring a new manager to have all actions approved by another

B. Backing up the new manager's decisions

C. Double checking all the new manager's work

D. Second guessing the new manager's decisions

Module Ten: Review Questions

6. Which of the following is a way to support a new manager?

A. Support their decisions

B. Offer your help

C. Provide them with tools

D. All of the above

Module Ten: Review Questions

7. Growth and development should be which of the following?

A. Continuous

B. Personalized

C. A and B

D. Neither A nor B

Module Ten: Review Questions

8. When does new manager development end?

A. When the position is filled

B. When the employee says so

C. When the employee is promoted

D. Never

Module Ten: Review Questions

9. Any concerns you have with the new manager's abilities should be expressed:

A. Publicly

B. Via email

C. Privately

D. Creatively

Module Ten: Review Questions

10. You can promote professional growth by:

A. Encouraging independence

B. Asking for help

C. Seek out more training

D. Brainstorming ideas



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Growth is the best separator between those who succeed and those who do not.

John C. Maxwell

MODULE ELEVEN

Provide Growth Opportunities

Employees who feel they cannot grow in their current position or organization are likely to be unhappy, and may ultimately not stay.



Provide Continuous Growth Opportunities

When an employee wants to move into upper management, it is key to find ways for continuous growth.

Create a Development Plan

A clear development plan helps the new manager clarify their goals, and enables supervisors to support new managers.





Provide Regular Feedback

Regular feedback is important in the development of any employee, and especially so in the case of developing new managers.

Encourage Mentoring

Mentoring is a wonderful way to keep employees learning and growing.



Practical Illustration



- Provide Continuous Growth Opportunities
- Create a Development Plan
- Provide Regular Feedback
- Encourage Mentoring

Module Eleven: Review Questions

1. What type of opportunities should you provide new managers?

A. Growth

B. Punishment

C. Financial

D. Personal

Module Eleven: Review Questions

2. Which of the following is a good growth opportunity for a new manager?

A. Working with experienced managers on a committee

B. Taking a workshop on a new technology

C. Completing a special project

D. All of the above

Module Eleven: Review Questions

3. What should you create with the employee?

A. A contract

B. An agreement

C. A development plan

D. Nothing

Module Eleven: Review Questions

4. What should you focus on when creating a development plan?

A. The employee's professional goals

B. The employee's strengths

C. The employee's development needs

D. All of the above

Module Eleven: Review Questions

5. Which of the following is true of feedback?

A. It should be given regularly

B. It should acknowledge progress

C. It should address development
needs

D. All of the above

Module Eleven: Review Questions

6. What type of feedback should you give?

A. Affirmative

B. Developmental

C. Acknowledgement

D. All of the above

Module Eleven: Review Questions

7. What should you encourage in terms of mentoring?

A. New managers should become mentors

B. New managers should stop working with their mentors

C. New managers should seek out mentors in new areas of interest

D. A and C

Module Eleven: Review Questions

8. Which is true of mentoring?

A. It can present growth opportunities

B. It can build a new manager's confidence

C. It can help develop new managers

D. All of the above

Module Eleven: Review Questions

9. Reaching a goal is a final destination.

A. True

B. False

Module Eleven: Review Questions

10. You should always dictate the path on which an employee travels professionally.

A. True, you are the best judge of their capabilities

B. False, your superiors will decide

C. False, they can decide for themselves

D. None of the above

MODULE TWELVE

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to understanding Developing New Managers is just beginning.



Words From the Wise

When I finally got a management position, I learned how hard it is to manage people.

- Guy Kawasaki

The task of a leader is to get his people from where they are to where they have not yet been.

- Henry Kissinger

Treat people as if they were what they ought to be and you help them become what they are capable of being.

- Goethe

There are no secrets to success. It is the result of preparation, hard work, and learning from failure.

- Collin Powell