



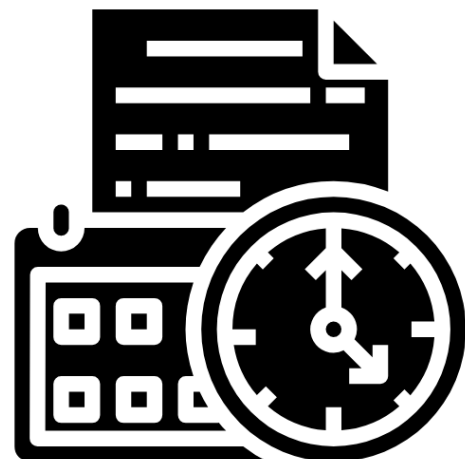
Continuous Growth and Development

Developing a new manager doesn't end when they assume that managerial role. Provide opportunities for continuous growth and development. This can include internal workshops, external trainings, and formal development opportunities. You may also provide continuous growth opportunities by encouraging a new manager to take on new roles, make increasingly important decisions independently, or assume broader responsibilities. Through the feedback process, continue to identify areas of development for the manager. Help them identify ways to build strengths, and address areas in need of further development.



Create a Development Plan

Take the time to create a development plan with each new manager. This plan should clearly identify strengths, areas of development, and professional goals. This plan should be a living document – it will change over time, and should be revisited at least annually. Working with the employee, explore what their short- and long-term goals are. Find ways to support these goals and to encourage the employee to grow and develop toward them. As a clear management track serves as a way to map and measure progress, the personal development plan helps the new manager shape the next phase of their career. The personal development plan is also useful for those who supervise new managers, as it alerts them to areas in which the manager might contribute their strengths as well as opportunities to help the new manager develop in other areas. Having a clear development plan not only helps the new manager clarify their goals and the steps towards them, but better enables supervisors to best support new managers.



Make the Path to Management Clear

When creating a management track for your organization, clarity should be the primary concern. Employees who do not understand how they might move from their current roles into managerial roles are likely to become frustrated, feel that there's no opportunity for advancement, and – ultimately – leave for other opportunities. To keep talent within your organization, and to ensure that talented employees are able to advance, you need to give them a clear sense of the process. Create a management track that provides clear expectations, requirements, and benchmarks. While no two employees will follow exactly the same career trajectory, a clear general path from lower-level positions into management can apply to most situations. A clear management track should give employees a sense of the education and training they will need in order to move into management. If there are intermediate positions they can, or should assume between their current role and a future management role, make these clear as well. A flow chart or graphic may be helpful for employees as they map their own career onto the management track. Most importantly, the track should be easy to follow and easy to understand, with clear connections between each step.

