



# From promotion to peak performance

How to lead as a new manager





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# Congratulations!

You got the big promotion – you’re a manager now. But, this is your first time having to manage a team, and you have lots of questions.

There are plenty of new things to worry about now: driving collective and individual performance, maintaining your own productivity, reporting to different superiors, and of course, leading a cohesive team, on which you may have formerly been a member. That last point is extra tough because you remember from being a team member how some people love to complain about the boss. You want to avoid that at all costs and learn to be the best manager you can be.

Leadership isn’t easy. Most people aren’t born to it; often training is necessary. [Gallup’s latest State of the Workplace report](#) finds that for managers to positively influence employee wellbeing, they must be upskilled from boss to coach. As coaches, managers are better able to have the sort of meaningful one-on-one conversations with their team members that create trust and help employees on their own paths to success.

Sound like a tall order? Don’t worry. The goal of this eBook is to help you be a better manager from the day of your promotion, forward. We’ll help you overcome self-doubt, learn to delegate, manage different types of people, and develop several other key skills.



A photograph of three people in an office setting. In the foreground, a woman with short blonde hair and glasses, wearing a salmon-colored blouse, is smiling and clapping her hands. Behind her to the left, a woman with long brown hair is also smiling. To the right, a man with a beard is partially visible, looking towards the center. A large blue speech bubble shape is overlaid on the left side of the image, containing white text.

You're a  
manager.  
Now what?

Managers carry a lot on their shoulders when it comes to their team's happiness and well-being. According to [Gallup](#), managers account for 70% of the variance in team engagement – that means that managers are the single biggest influence on their team's engagement at work. That can be daunting, especially if you didn't expect, or didn't want, to be a manager in the first place. While plenty of people aspire to management, not everyone does. Maybe that's you.



#### Leadership Suite:

##### **The Accidental Manager**

Suddenly, as if from nowhere, you're the new manager. Of people. Yikes. If you never planned for this and you're feeling slightly – or very – uncomfortable, this course is for you.

## The Accidental Manager

[Learn more](#)

Maybe management happened to be the next step in your chosen field, or someone has left the company and you're now the most senior person in terms of knowledge. Maybe, to get to an expert level, you need to oversee multiple projects – and that means managing people.

This can be difficult if management was never part of your plan, or if managing other people makes you uncomfortable.

The truth of the matter is – however you got here – management is an incredible opportunity. It will give you the chance to develop valuable leadership skills, expand your resume, and potentially advance your career.

So how can you overcome your discomfort and succeed? Do you have to make your team yours and change everything when you arrive? Do you stand back and just let your team do exactly what they were doing before?

Don't do either. Take a breath, be yourself, and consider the following:



# Five tips for the accidental manager

## 01 This isn't really an accident

You might view your new management role as an accident, but others probably don't. You've been given this job for a reason. You know what you're doing, even if this is your first time being the head of a group.

## 02 Have faith in your abilities

You are completely capable of the challenge of managing this team, so practice positive self-talk when you need it.

## 03 Talk to your team

They don't expect you to know every-thing as soon as you start, but they do expect leadership and clear communication.

## 04 Educate yourself

Take the time to learn about your new role, the company, the industry – wherever your knowledge gaps are. This may mean asking your team when you need some-thing explained or taking some time outside of working hours to study up.

## 05 Seek a mentor

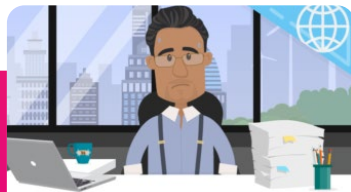
You don't have to do this by yourself, and in fact, you're not supposed to. Most of the smartest, most successful people didn't get where they are all by themselves. Find a mentor who can teach you leader-ship skills by offering insight, knowledge, and support.

“That’s all well and good,” you may think, “but why am I even here?” You might think you don’t know what you’re doing, have no faith in your abilities, or think everyone is about to see right through you and finally realize you’re a fraud.

If that’s the case, know that it’s not true. It’s just that you have Impostor Syndrome. Impostor Syndrome isn’t good for you or for your team. What is it? Here’s the definition from [Healthline](#):

“Impostor Syndrome, also called perceived fraudulence, involves feelings of self-doubt and personal incompetence that persist despite your education, experience, and accomplishments.”

This means that even if you’re highly qualified, you might feel like an impostor. That feeling will not only make you feel awful but will impact your effectiveness as a manager.



#### **Leadership Suite: Impostor Syndrome in New Managers**

In this course we will highlight why new managers can often struggle with impostor syndrome, the different ways it can manifest within you, and impart some techniques you can use to conquer the feelings of professional inadequacy.

**What’s Impostor Syndrome?**  
(And do you have it?)

[Learn more](#)

“

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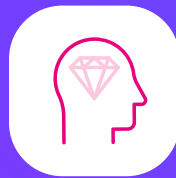
[Healthline](#)

In the book, The Secret Thoughts of Successful Women: Why Capable People Suffer from the Impostor Syndrome and How to Thrive in Spite of It, Dr. Valerie Young identifies five types of “Impostors.” With full credit to the author for the categories, here are paraphrased explanations of the most common ways people may identify themselves as an impostor.



### The Expert

Someone who will not be satisfied until they have a total understanding of a task or project. This will often lead to chronic over-preparedness and even lead to a manager assuming their team members' roles.



### The Perfectionist

Someone who sets themselves (and their team) unachievable goals and who will never be satisfied at the completion of a task. Their anxiety and self-doubt stemming from desire to achieve perfection can drain team morale as they are incapable of celebrating achievements.



### The Natural Genius

Someone who although they may find picking up new skills easy will often torment themselves when faced with a difficult goal. In a managerial context, a “natural genius” may act unpredictably, lash out or withdraw completely when they're incapable of finding a quick solution to a problem.



### The Soloist

Someone who completely withdraws from a team and is unable to collaborate on tasks in the fear they will be revealed as a fraud. They will isolate themselves during work and be secretive with information, which will often lead to suspicions and confusion within the team.



### The Superhero

Often referred to as “workaholics,” these are people who will burn themselves out due to pushing to extreme limits. As a manager, they struggle with delegation of tasks, opting to take on the brunt of the team's work themselves out of fear they might be revealed as incompetent or incapable.



None of these approaches to Impostor Syndrome are helpful – the Expert and the Superhero may take on their team’s work responsibilities, both alienating their team and burning themselves out. The Perfectionist burns everyone else out by refusing to celebrate wins. The Natural Genius might set goals too high and then become angry with everyone (but mostly with themselves) when they can’t reach those goals. The Soloist tends to isolate from a team that needs them.

What can you do if you recognize some of these traits in yourself? First, remember that you were hired for a reason. Somebody saw your accomplishments and thought you’d be a good fit for the position. Trust them. Second, trust yourself. Remember, self-doubt is really just that – doubt. Your accomplishments speak for themselves.

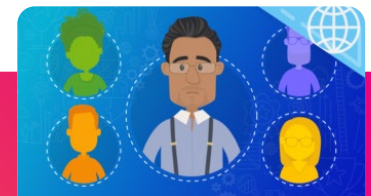
Lastly, and most importantly, trust your team. They know how to do their jobs, so don’t try to take on their responsibilities, or do everything yourself. You are there to lead them and direct their talents. Delegation is one of your greatest tools as

a manager. Give them some room to work and always celebrate your team’s achievements. They deserve it, and so do you.

What happens when you’re hired up to a management position? You used to be a member of the team and now you’re in charge of the same people you used to hang out with at the water cooler. Does that mean no more water cooler time?

When you’ve been promoted from peer to leader

[Learn more](#)



**Leadership Suite:  
Peer to Leader**

It can be an awkward, weird move going from the peer to the person in charge. This course will walk you through the transition – how to handle it, how to communicate, and how to lead.

# Going from peer to manager may be an awkward feeling, but it doesn't need to be that tricky. Here are some tips for a smooth transition.



## Don't let it go to your head

We probably don't need to tell you this, but don't turn up on the first day treating everyone differently than before, demanding things, and acting like you're above others now. You're a manager, not a monarch, and it's your job to support your team – not demand someone fetch you a coffee when you walk into the office. Humility is key when moving up into a new role. Treat your team well and they'll support you back.



## Acknowledge the change

There's talking about change too much and then there's pretending everything is the same as it was. Don't let your promotion be the elephant in the room. Take lead of the situation and speak to people one-on-one and as a group about the change. Find out what they want, where their strengths and weaknesses are, and establish how you can support them.



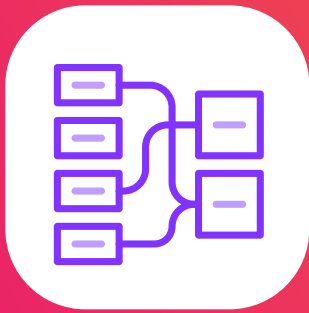
## You don't need to change your friends

You were friendly with people before and your new role shouldn't dramatically change how you act (although you should keep in-jokes and stories from the weekend out of work; it can alienate the rest of the team). What is vital to good leadership is treating everyone with the same respect and giving everyone the same opportunities. People notice when you're behaving favorably with certain people because you're friends with them outside.



## Don't act like you have all the answers

This is going to be a learning curve – and you're just at the start of it. That's how it's supposed to be. You're not going to suddenly know every answer to everything. Turn to your team for answers when you need them, collaborate regularly, humbly ask questions, and seek a mentor to support your transition.



## A word about delegation

Delegation is a skill that tends to challenge new managers for several reasons:

- ✓ You may feel uncomfortable delegating to former coworkers.
- ✓ You may feel apprehensive giving up control of a task to someone.
- ✓ You may feel you can complete the task better or more efficiently.
- ✓ You may feel negative emotions about “bossing someone around.”

Despite your discomfort with the idea of delegation, it is part of leadership. So, it may be time to reexamine what delegation is and what it is not. Delegation is not demanding things, yelling orders, or telling people to do things just to make them jump. Delegation is leadership. You are steering your team and making decisions. It's important that you delegate tasks to those who can accomplish them.

Most people need and like direction, and since you're their manager, your team expects you to give them clear assignments. The key is to remember your team's common goals. By focusing on the bigger picture, you'll understand how each individual's contributions not only move the team forward as a group, but they also give people purpose and a sense of accomplishment.



# How to "manager"



# Is it better to be loved or feared as a manager?

That's a bit of a trick question because neither is the ideal. There's something much more foundational to management than either love or fear: trust.

A team needs to be able to trust its leader to operate efficiently. If a team doesn't, an array of unfortunate situations can arise.

Your team might be afraid of you because they don't know how you'll react. Wary of making their own decisions, they may attempt to get you to sign off on every little thing, so they don't inadvertently make a mistake. They may hide bad news from you, so you won't find out something has gone wrong until way too late. They may not offer new ideas because they fear they'll be rejected.

Conversely, if they don't trust your leadership, the team may ignore it, doing their own thing because they feel you're not providing decisive leadership, and are just stitching together ideas the group churned out in a brainstorming session, rather than making tough calls.

This is called groupthink: an authority figure seeking "extreme consensus" during the decision-making process. Instead of being decisive, a leader will rely heavily on their team's ability to collaborate on organizational solutions.

How can you engender trust and convey the qualities of a strong leader? (Spoiler: it's not by doing trust falls). It might seem like a tightrope, but it's a balance between a commitment to your team and a commitment to your vision. Everyone wins when you strike that balance between empowering people and giving them the security and guidance of a confident manager.

## The importance of empathy

[Learn more](#)



### Leadership Suite:

#### Trust Building and Empathy

This course will explain the importance of trust building, how empathy plays a huge part in trust, and how you can achieve both of these with your team members.

Empathy has always been a valuable quality in human relationships of all kinds, but even more so in business today, given the new stresses workers are experiencing in a

According to [Forbes](#), "...new research demonstrates its importance for everything from innovation to retention. Great leadership requires a fine mix of all kinds of skills to create the conditions for engagement, happiness and performance, and empathy tops the list of what leaders must get right."

You can build empathy by listening to your team members, putting yourself in their emotional shoes, and reacting in a way that responds to the way they're feeling about a situation, rather than the way you feel about it yourself.

For example, if your staff feels overtaxed by a specific project, even if you feel the project should be manageable, you can react with empathy by doing things like:

- ✓ Adding another team member to the project to take some of the workload
- ✓ Sitting down with your team to make a plan to get the project done on time
- ✓ Extending the deadline if it's not truly time-sensitive and could be pushed
- ✓ By offering options and listening to their concerns, you can start building trust.

## The importance of visionary leadership

[Learn more](#)



"Visionary leadership" sounds lofty, but your team needs to be able to trust your mission for the group. In a managerial sense, this means you need to own the vision for your team's success – and that you, as manager, are the visionary.

Visionaries are inspirational figures, but they also possess perspective and strategy about how to shape an organization's future. So yes, they have a vision, but crucially, they also have the ability to communicate this vision clearly and effectively, and the authority to implement it.



This doesn't mean you are the only person driving the vision – you need to balance your team and the vision. For one thing, the vision should never come before the welfare of your team. For another, your team should be encouraged to contribute to the vision. Encourage dissent. Incorporate ideas. Get an outside perspective. Your whole team should be part of the vision, but it's your job to drive it.



#### Leadership Suite:

##### Strategy and Pragmatism

Strategy is being planned and organized. Pragmatism is being direct, decisive, and clear – while listening carefully. We'll look at how having both skillsets will make you a great leader.

## Getting good at strategy and planning

[Learn more](#)

Plans are often a big piece of leadership – both when it comes to planning work for others and planning for yourself, as a manager. As a team member, you were tasked with doing the work. Now, as a manager, you're managing the work – and that means you need to strategize. But what if you're not a natural planner? No worries. You can do this.

## The benefits of visionary leadership:

- ✓ Clear individual and team direction
- ✓ Greater inspiration and innovation
- ✓ Shared belief in the “why” of projects
- ✓ Purpose-driven performance
- ✓ Meaningful but attainable goals
- ✓ Personal and career development



A word about pragmatism:

**Pragmatism is a critical characteristic of a great leader.**

## **What is pragmatism?**

Pragmatism is being practical, logical, and when necessary, matter-of-fact. From a managerial point of view, this looks like getting to the point; it's looking at the facts; it's making direct decisions. Although open discussions are valuable and necessary, at some point, the team will need a pragmatic leader to make those logical choices. To project pragmatism (and embody it, eventually) you should stay calm, limit your emotional response to setbacks, be realistic about the outcomes of situations, and communicate well with your team.

This will help you respond to issues with a clear head and inspire confidence in your team.

# Organization for the disorganized: 10 simple tips

## 01 Sit down

This step may seem a little too simple, but sometimes half the battle is just getting settled in to do the work.

## 02 Clean your workspace

Sounds pretty banal, and it is. But, a tidy workspace can do a world of good for your mental well-being and ability to focus.

## 03 Organize your inbox

A messy, overloaded inbox can be overwhelming and cause a nasty case of "analysis paralysis." Create a folder system to file things you need to do today, things to come back to, and things you've already done.

## 04 Calendar everything

Not knowing how your day or week will be structured causes a lot of stress. So, put every meeting and deadline on your calendar (even personal commitments) and block out time for actually getting work done.

## 05 Book your one-to-one's in blocks

Group short meetings back-to-back to use your time more smartly. This will help you avoid having meetings that break your day into parts that don't allow for much to be done in between.



## 06 Take breaks and don't forget to eat

Nothing screams disorganized mess like the boss eating cold soup they bought three hours ago as they type up plans, surrounded by cups of half-drunk coffee. Give yourself time to refuel. Maybe put lunch on the calendar!

## 07 Work when no one else is working

We aren't promoting poor work/life balance because you certainly need life outside of work. But it can be useful to have the odd (but quiet) hour either in the morning or evening when the rest of your team is offline.

## 08 Make a list

For the day, for the week, for the month – maintain a list of tasks and check them off as you go. Not only does this keep you on

## 09 Practice saying "no"

As a manager you're likely to receive more unplanned requests than you did as a team member. It's ok to protect your team by saying "no" or telling requesters that you can accommodate according to your schedule.

## 10 Prepare to re-prioritize

All the planning in the world won't make much difference if the slightest change in plans throws you into a tailspin. Urgent requests will arise. Resist a rigid mindset and know that sometimes you will need to make sudden switches. Simply re-adjust after the pivot.



# Managing your team 101





# Managing different personalities

People are complicated. How can you manage a team effectively when it's made up of all types of people?

Your job as a manager is twofold. You need to keep everyone pointed in the same direction and productive, but you also need to keep them engaged. This is never easy; some of the people on your team might enjoy regular social activities or nights out, while others find such activities to be a burden. Do too little engagement and some team members will feel isolated. Do too much and some might feel like you're encroaching on their personal time.

How can you manage the whole team so that everyone's happy? Unfortunately, there's no one-size-fits-all answer. It's all about knowing your specific team. Chances are, you've got a mixture of personality types on your team, but people tend to fall into two buckets:



## Extroverts

Extroverts do their best work when they're around other people. They need to connect with people and socialize. They get energy from being around others.



## Introverts

Introverts find being around others tiring. They might be able to do it – they may even enjoy some socialization – but they prefer to work solo, and in fact get energy from time alone.





Keep your team continuously learning

Help your people continue to develop by offering training opportunities that suit their personality type and learning style:



**Extroverts** may benefit most from collaborative training session and social learning. They'll love eLearning features like gamification and video assessments.



**Introverts** may benefit most from self-paced courses and asynchronous eLearning. They'll prefer online quizzes and tests, to spoken assessments.

So how can you know who is who on your team? First of all, observe them. Look at who they are and how they work, how they socialize, and how they spend their breaks. The pandemic is actually an effective litmus test: who hated remote work and asked for remote cocktail hours or game nights? Who prefers working from home? If you want to be more formal about it, you can even use a personality test, like the [Myers-Briggs](#).

Once you know who your team is, you can start planning activities that will engage them all. For example, extroverts need a place to brainstorm with colleagues and may appreciate creative and team building exercises being offered; whereas introverts need to be able to go off and work on their own. Don't make social events mandatory, so they can opt in or out without feeling forced.



**Leadership Suite: Multi-generational Management**

In this course we attempt to shine a light on the potential difficulties involved with managing across generations and uncover some best practices for new managers to consider when assuming authority over a multigenerational team.

## Managing different generations

[Learn more](#)

Does it matter if your team is made of Millennials? Xers? Boomers? Zoomers? Does it make a difference in how you manage them?

In some cases, a team's generations can affect how work is done most effectively. People's lived experiences are different, depending

on when, where, and how they grew up. It's not something that rigidly defines who they are, of course, and stereotypes and generalizations are wholly inappropriate in the workplace. But there are some generational factors that may influence some of their interactions, decisions, and perceptions.

How do you manage a team spanning generations? Once again, it's about your specific team. Know who they are and be aware of their generations and the possible differences between them, but don't let potentially false cultural narratives about each generation affect your management. Instead, keep an open door policy and encourage dialogue.



**Leadership Suite:  
You, Me and Privilege**

This leadership suite course provides the basics on how a manager can be a good ally in the workplace. It'll examine what an ally is, why it's important for managers, and how to be one.

## Managing a diverse team as an ally

[Learn more](#)

## Managing a remote team

[Learn more](#)



**Leadership Suite:  
Global Citizen Mindset**

As a manager in this time of widespread international connectivity, it is up to you to adopt a global mindset and let it inform how you influence individuals, teams, and organizations to achieve corporate goals. This course is designed to show you how.

Managing a diverse team as a cultural ally may sound intimidating, especially as a new leader who's still getting to know your team members and because some people may be uncomfortable with topics such as race and gender. However, it may be necessary to recognize and discuss things such as Diversity, Equity, and Inclusion (DE&I), systemic oppression, and privilege in the workplace.

Your HR department may own this responsibility and offer or require regular DE&I training or meetings to help everyone feel equitable and welcome as a valued person in the organization. Become informed about these important issues and encourage your team to participate in whatever training is available if it's not mandatory. By leading as a cultural ally, you can make sure all voices are heard, boost team morale,

and increase satisfaction and retention on your team. The workplace has changed a lot in the last couple of years. Chances are, you're managing a team that relies heavily on digital systems and communications, as well as spans locations and time zones. If you're not now, you might be in the next few years, so as a new manager, you should start learning how to manage remote workers anywhere in the world just as well as those in your own locality or in the same room.

It's critical that remote workers feel a part of the team, and don't suffer from isolation. Do your best to have regular meetings that include everyone and create connection as a group.



Also, remember that everyone is not on the same timetable or working under the same personal conditions as you. Be aware and respectful of people's time, as well as their non-work responsibilities, such as those who have kids or other family members to look after from the same place where they perform their jobs. Work with them to set reasonable expectations and make a plan. After all, work is not anyone's entire life, and it shouldn't be – not if you want a healthy, thriving, happy team who are ready to deliver their best.



#### **Leadership Suite:**

##### **Reimagining Leadership**

As the world of business changes and develops with the growing prominence of technology, automation and AI – this course will look at how your leadership can move with the times.

Be a leader,  
not a boss

[Learn more](#)

As a new manager, you may feel awkward about being referred to as “the boss.” The word “boss” can convey negative connotation for some people. In this context, a boss tells you what to do, makes you nervous, micromanages, and demands respect. It's not surprising that you might not want to be a boss if you have this association with bosses.

That's ok. You can respectfully request that your team refer to you as the team manager or team leader. Leaders influence and inspire their team and want to see its members succeed. A leader encourages development, values people, and asks for opinions while making the tough calls themselves. They want to learn and make sure their employees are learning what they need to not only do their jobs today, but flourish in their careers tomorrow.

If you got the promotion and are managing a team, you're a leader. All you need is a little guidance and you can lead...

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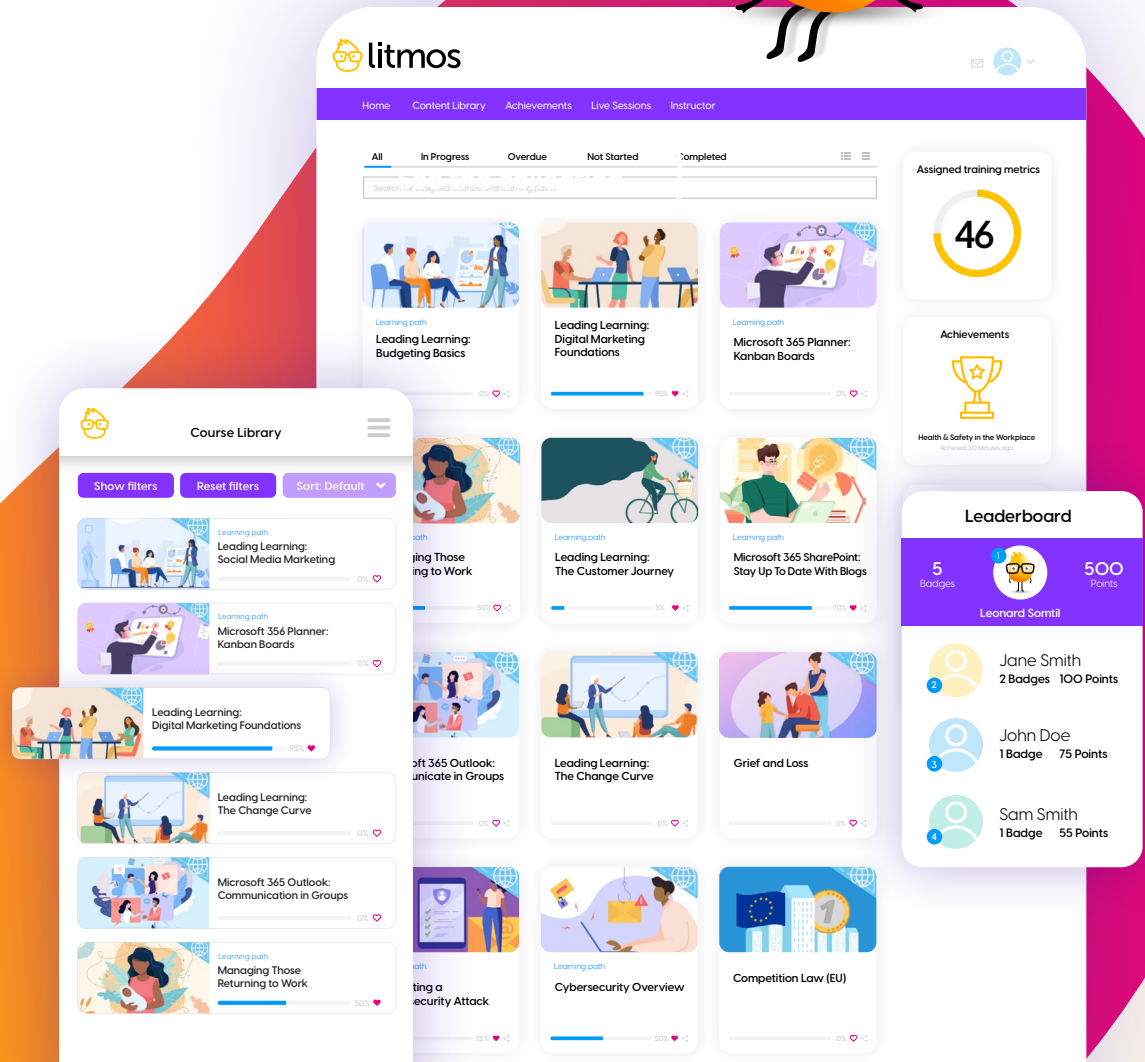
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