



# First-Time Manager

## SKILLSOFT ASPIRE JOURNEY



You are a first-time manager. Now what? Becoming a manager is one of the most critical transitions in your career, and poor leadership behaviors can take hold early. This leadership journey will deepen your understanding of what it takes to lead, develop, and achieve through others.

As a first-time manager you are prone to making mistakes, which is natural. But it is crucial you become aware of possible pitfalls at the very early stage of your journey. Remember, that poor management and leadership behaviors take hold early. Here are a couple of examples of behaviors which, if not addressed, can grow into quite serious obstacles blocking your way to mastering management and leadership skills:

- Resisting new ideas
- Lacking energy and enthusiasm
- Lacking emotional intelligence
- Lacking clear vision and direction
- Lacking interpersonal skills
- Failing to develop others
- Having poor judgement
- Not “walking the talk”
- Not collaborating

Do you have what it takes to become a good manager and a true leader?

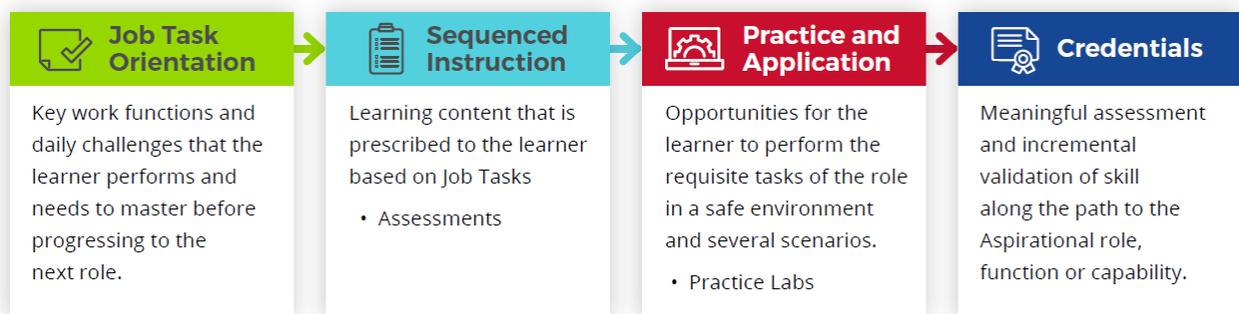
In this **Aspire Journey** you will learn what it means to become a front-line manager. Moving into a manager’s role involves more than just getting a new title. It means adopting a leadership mind-set, developing new skills and competencies, and understanding your new relationships with those above and below you on the organizational chart.

With First-Time Manager Journey you will also better, what it takes to develop your people. Leaders are only as good as the people they lead. You will learn, how to use tailored techniques and strategies to optimize performance.

We will help you discover how to foster both responsibility and empowerment in yourself and your team and learn how to develop an execution culture.

Finally, we will teach you how to exhibit self-awareness and empathy and how to identify and regulate emotions to lead others.

### Aspire Journey Model



# First Time Manager Journey

You are a first-time manager. Now what? Becoming a manager is one of the most critical transitions in your career, and poor leadership behaviors can take hold early. This leadership journey will deepen your understanding of what it takes to lead, deve...

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 12 courses | 7h 41m 29s  21 book summaries | 8h 18m 30s



## Track 1: Becoming a Frontline Manager

2 courses | 53m 20s + 6 book summaries | 1h 30m 50s



## Track 2: Developing People

4 courses | 2h 47m 54s + 6 book summaries | 3h 1m



## Track 3: Accountability

2 courses | 1h 14m 14s + 2 book summaries | 1h 19m 45s



## Track 4: Driving Execution

2 courses | 1h 3m 30s + 4 book summaries | 1h 18m 24s



## Track 5: Emotional Intelligence

2 courses | 1h 42m 28s + 3 book summaries | 1h 8m 31s

Aspire Journeys: First Time Manager Journey

# Becoming a Frontline Manager

Making the transition from individual contributor to frontline leader can be a daunting adjustment. Moving into a leadership role involves more than just getting a new title. It means adopting a leadership mind-set, developing new skills and leadership comp...

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2 courses | 53m 20s 6 book summaries | 1h 30m 50s

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Leadership  
Transitions:  
Becoming a  
Frontline Manager

## Course Objectives

- identify methods that new leaders can take to develop a leadership mind-set
- recognize strategies for establishing good working relationships with direct reports
- recognize actions leaders can take to effectively define and assign tasks
- identify techniques for empowering and enabling direct reports
- recognize best practices new leaders can utilize to build relationships within and outside the organization



Leadership Insights  
on Leader  
Transitions

## Course Objectives

- Acquire insights on becoming a new manager and making a successful transition into the world of management.
- Acquire insights on how to influence others by drawing them in through 'attraction' and not through 'pushing' or using force.
- Acquire insights on the common mistakes new leaders make.
- Acquire insights on how to not only become effective and efficient managers, but also become inspirational leaders.
- Acquire insights on how to build an effective and efficient team with CARE.
- Acquire insights on planning 'backwards from your goal' to ensure a successful outcome.
- Acquire insights on the three networks needed by managers to be effective and successful in their work. These include Operational networks, Personal networks of friends and colleagues, and a Strategic network.
- Acquire insights on how motivating and inspiring leaders create simultaneous conditions of safety and stretch to inspire and influence others.
- Acquire insights on how you and your team can deliver more by passionately working towards the goals.
- Acquire insights on stepping up to a more strategic role.



## MIT Sloan Management Review on New Leader Transitions

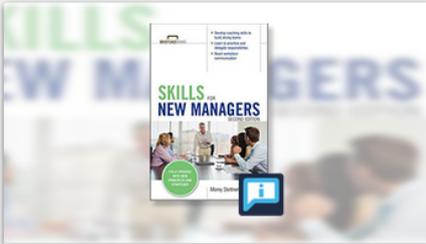
44

BOOK | by MIT Sloan Management Review | 40m

In this collection of articles from MIT Sloan Management Review, you'll learn how to transition into an effective leader, and how to overcome the struggles that come with change.

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## Skills for New Managers, Second Edition

28

BOOK SUMMARY | by Morey Stettner | 10m

In Skills for New Managers, Second Edition, author Morey Stettner presents handy hints, complete with checklists, to ensure you know the A to Zs of effective management. In this Summary, we discuss the salient points of the book based on our interpretation of its contents.

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## The New Manager's Tool Kit: 21 Things You Need to Know to Hit the Ground Running

29

AUDIO SUMMARY | by Don Grimme, Sheryl Grimme | 19m

The New Manager's Toolkit is packed with unconventional advice for current and aspiring managers. In this Summary, we discuss the salient points of the book based on our interpretation of its contents.

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## From Techie to Boss: Transitioning to Leadership

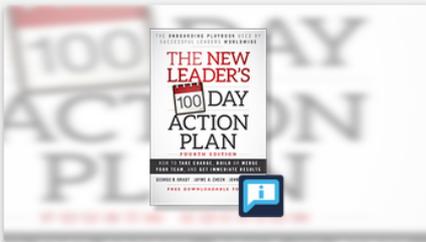
32

BOOK SUMMARY | by Scott Cromar | 11m

From Techie to Boss teaches you the necessary interpersonal skills and techniques for the successful transition from a technical role to a leadership position. In this Summary, we discuss the salient points of the book based on our interpretation of its content.

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## The New Leader's 100-Day Action Plan: How to Take Charge, Build Your Team, and Get Immediate Results, Thi...

14

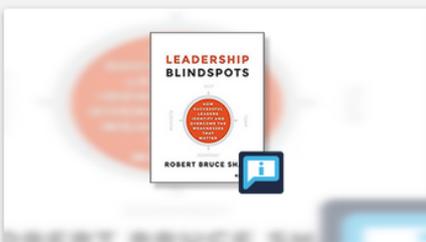
BOOK SUMMARY | by George B. Bradt, Jayme A. Check, Jorge E. Pedraza | 5m

For anyone looking to achieve a successful transition into a new leadership role, The New Leader's 100-Day Action Plan is a practical handbook designed to accelerate the success of new leaders and their teams in the first 100 days. In this Review, we discuss the salient points of the book based on our interpretation of its contents.

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## Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter

13

BOOK SUMMARY | by Robert Bruce Shaw | 5m

Leadership Blindspots takes a direct and honest look at the flaws and foibles that are hardest to see in ourselves, and provides a template for how those looking to lead can limit the impact that these weaknesses have in their professional lives. In this Review...

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Aspire Journeys: First Time Manager Journey

# Developing People

Leaders are only as good as the people they lead. Learn how to use tailored techniques and strategies to optimize performance.

4 courses | 2h 47m 54s 6 book summaries | 3h 1m

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Leading by  
Developing People

## Course Objectives

- identify actions that mitigate the challenges to development
- recognize motivational factors that encourage development
- identify actions for developing performance improvement
- recognize actions for setting and maintaining high standards



Leadership Insights  
on Developing People

## Course Objectives

- Acquire insights on developing employees by exposing them to new experiences and helping them grow as professionals.
- Acquire insights on how to attain mutual respect and understanding to effectively work with Millennials to improve their performance. This can be done by answering their questions and making them feel important.
- Acquire insights on how to conduct result-oriented meetings, while nurturing people and talents.
- Acquire insights on helping employees bring their best performance to work through accountability.
- Acquire insights on understanding misconceptions around motivation. People need to be motivated by providing a sense of purpose and by satisfying psychological needs.
- Acquire insights on how to catalyze strengths to nurture and develop employees to bring out their best.
- Acquire insights on how to create an environment for leadership development, not just a program to support it.
- Acquire insights on how to balance developing performance and potential in one's staff.
- Acquire insights on how leaders can improve the quality of people's thinking.
- Acquire insights on the importance of self-development and how to make time for self-improvement, which in turn will lead to better personal relations and job performance.
- Acquire insights on how to increase employee engagement by creating an attractive work environment, connecting workers with the purpose, and trying to make work fun.
- Acquire insights on empowering employees by unleashing their true potential.
- Acquire insights on how to inspire others to get better at their work by encouraging an environment of mutual trust.
- Acquire insights on building an agile people strategy.



### Developing Successful Coaching Relationships

#### Course Objectives

- recognize actions leaders take to make coaching a success in their workplace
- identify effective ways to initiate the coaching relationship
- recognize effective techniques for developing a productive coaching relationship
- identify ways successful coaches use management skills to facilitate the coaching process
- recognize common coaching challenges and how to address them
- identify actions coaches take to encourage ongoing improvement at the closing phase of the coaching relationship



### Leadership Insights on Coaching

#### Course Objectives

- Acquire insights on how to build self-confidence in the people you coach.
- Acquire insights on how to become a better coach by following the six question approach.
- Acquire insights on how to coach others by not providing the right answers but encouraging good questioning, which will, perhaps, lead to finding the best answers for oneself.
- Acquire insights on how good coaches do not give advice, instead ask the appropriate questions to help the person seek his/her own solutions.
- Acquire insights on how executives and managers can apply the GAPS model to close performance gaps.
- Acquire insights on why people sometimes don't do the things they are asked to do, and how to mitigate a situation like that.
- Acquire insights on how to coach team members by following a systematic approach and helping them find their own solutions.
- Acquire insights on how to be a little more patient with reluctant employees in order to become a better coach.
- Acquire insights on understanding that by creating the right coaching environment, you can encourage people to commit to excellence.



## MIT Sloan Management Review on Developing People

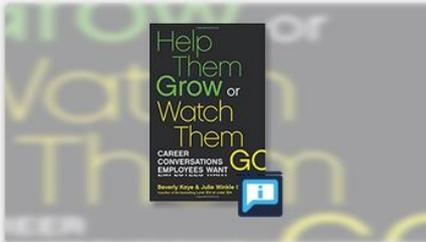
20

BOOK | by MIT Sloan Management Review | 1h 32m

In this collection of articles from MIT Sloan Management Review, you'll learn the best ways to develop the population of your workplace, and how executives recruit and retain the best employees.

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## Help Them Grow or Watch Them Go: Career Conversations Employees Want

84

BOOK SUMMARY | by Beverly Kaye, Julie Winkle Giulioni | 9m

Help Them Grow or Watch Them Go provides the knowledge and skills required to inculcate a culture of intentional growth in any company—with the buy-in of employees. In this Summary, we discuss the salient points of the book based on our interpret...

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## MIT Sloan Management Review on Leader as Coach Special Collection

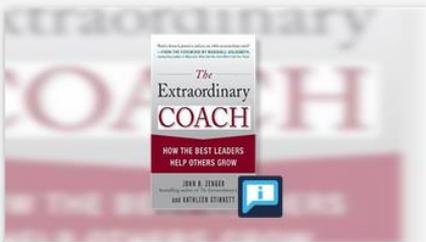
13

BOOK | by MIT Sloan Management Review | 51m

In this collection of articles from MIT Sloan Management Review, you'll learn how to manage being a leader and a coach at the same time, and if you possess the necessary abilities to lead and develop employees.

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## The Extraordinary Coach: How the Best Leaders Help Others Grow

25

BOOK SUMMARY | by John H. Zenger, Kathleen Stinnett | 8m

The Extraordinary Coach equips you with the tools necessary to inspire others to reach for excellence and expand their horizons in ways they wouldn't have thought possible. In this Summary, we discuss the salient points of the book based on our interpret...

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## Leadership Insights on Coaching

390

COURSE | 29m 19s

Like a physical trainer, good coaches don't do the heavy lifting for others. Instead, they ask questions, assist in setting up action plans, and most importantly, build skills and self-confidence—even in the most reluctant of employees.

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## 50 Top Tools for Coaching: A Complete Toolkit for Developing and Empowering People, Third Edition

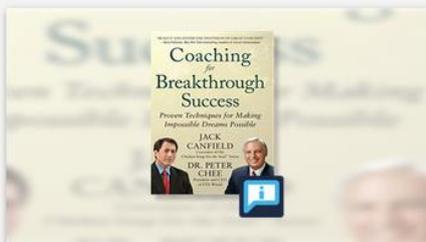
57

BOOK SUMMARY | by Gillian Jones, Ro Gorell | 11m

50 Top Tools for Coaching provides you with everything you need to know to motivate and guide others towards success. In this Summary, we discuss the salient points of the book based on our interpretation of its contents.

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## Coaching for Breakthrough Success: Proven Techniques for Making Impossible Dreams Possible

50

BOOK SUMMARY | by Peter Chee, Jack Canfield | 10m

Coaching for Breakthrough Success is an indispensable handbook for coaches seeking to bring out the very best in themselves and others, using innovative techniques and thought-provoking paradigms. In this Summary, we discuss the salient points of the...

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Aspire Journeys: First Time Manager Journey

# Accountability

Organizations trust their leaders to be accountable. Discover how to foster both responsibility and empowerment in yourself and your team.

2 courses | 1h 14m 14s | 2 book summaries | 1h 19m 45s




Accountable Leadership

### Course Objectives

- identify actions that foster responsibility, accountability, and empowerment
- identify actions that determine accountability
- recognize actions that demonstrate individual accountability
- identify the characteristics of an accountable leader
- recognize steps for building an accountable team
- reflect on what you've learned



Leadership Insights on Being Accountable

### Course Objectives

- Acquire insights on the various obstacles to accountability in the workplace.
- Acquire insights on getting more results by becoming accountable.
- Acquire insights on how to become an effective delegator.
- Acquire insights on how leaders prepare themselves to lead ethically by thinking in terms of long-term impact, and not just short-term gains.
- Acquire insights on the five levels of accountability at the workplace.
- Acquire insights on how a company can reap positive results by shifting accountability.
- Acquire insights on the importance of individual accountability in an organization.
- Acquire insights on the importance of self trust.
- Acquire insights on how to hold yourself accountable for doing what's important.

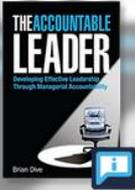


**MIT Sloan Management Review on The Accountable Leader**

BOOK | by MIT Sloan Management Review | 1h 1m

In this collection of articles from MIT Sloan Management Review, you'll learn the responsibilities of leadership, and what executives should be doing for both their companies and the wider world.

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**The Accountable Leader: Developing Effective Leadership Through Managerial Accountability**

AUDIO SUMMARY | by Brian Dive | 18m

The Accountable Leader provides a toolkit for overhauling ailing leadership models and revitalizing the power and potential of your leaders. In this Summary, we discuss the salient points of the book based on our interpretation of its contents.

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# Driving Execution

Vision, goals, and strategies mean little if not successfully executed. Learn how to develop an execution culture.

▶ 2 courses | 1h 3m 30s 📖 4 book summaries | 1h 18m 24s



Creating a Successful Business Execution Culture

## Course Objectives

- recognize actions a leader takes to help develop a culture of strategy execution
- identify the characteristics of a strategy that will enable easier execution
- recognize effective approaches to enabling a culture of execution
- identify how leaders can empower people to execute business strategies successfully
- recognize actions a leader can take to help ensure the operating plan is executed effectively



Leadership Insights on Leading a Culture of Execution

## Course Objectives

- Acquire insights on the three steps leaders must take to frame work so that employees know what to expect from themselves and others on any given project.
- Acquire insights on becoming a successful manager by enabling your team and making sure things get done.
- Acquire insights on how to move everyone in the same direction by instilling the company values and culture.
- Acquire insights on how to build an effective strategy using the Four Ps-- Purpose, Picture, Plan, and Part.
- Acquire insights on how to create a culture of inclusion where anyone can bring ideas to the table and their unique perspectives will be valued.
- Acquire insights on how to empower others by following certain rules and practices to become more results-oriented.
- Acquire insights on how to know if the strategy that has been implemented is really working or not.
- Acquire insights on the importance of both 'knowing' and 'doing' for leaders.
- Acquire insights on how to define the meaning of "done", that is, what factors determine that any given task is complete.



## 2 MIT Sloan Management Review on Leading a Culture of Execution

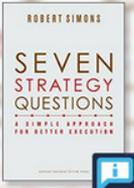
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BOOK | by MIT Sloan Management Review | 52m

In this collection of articles from MIT Sloan Management Review, you'll learn how to develop a strategy that's effective and achieves its desired outcomes, how you can communicate strategic priorities effectively, and how to best approach your compa...  
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## 3 Seven Strategy Questions: A Simple Approach for Better Execution

89

AUDIO SUMMARY | by Robert Simons | 12m

Seven Strategy Questions identifies the questions you should ask yourself and ask others to lay the groundwork for successful strategy implementation. In this Review, we discuss the salient points of the book based on our interpretation of its contents.

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## 5 Execution IS the Strategy: How Leaders Achieve Maximum Results in Minimum Time

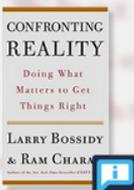
150

BOOK SUMMARY | by Laura Stack | 10m

Execution IS the Strategy shows how to quickly build a limber plan, and how to build your business to adjust to the constantly changing business environment. In this Summary, we discuss the salient points of the book based on our interpretation of its co...  
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## 6 Confronting Reality: Doing What Matters to Get Things Right

22

BOOK SUMMARY | by Larry Bossidy, Ram Charan | 4m

Using engaging, up-to-date case studies, Confronting Reality urges business leaders to adopt a three-point holistic business model that forces them to consider the realities of the changing business world. In this Review, we discuss the salient points of t...  
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# Emotional Intelligence

Leaders need to exhibit self-awareness and empathy. Learn how to identify and regulate emotions to lead others.

2 courses | 1h 42m 28s 3 book summaries | 1h 8m 31s

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Becoming an Emotionally Intelligent Leader

## Course Objectives

- identify the characteristics associated with the competencies of emotionally intelligent people
- recognize the value of emotional intelligence in the workplace
- identify the skills required for self-assessment, self-regulation, and motivation
- identify the skills associated with social awareness and social skills
- identify behaviors to help you improve your personal emotional competency
- identify behaviors to help you improve your relational emotional competency



Leadership Insights on Emotional Intelligence

## Course Objectives

- Acquire insights on understanding the importance of emotional intelligence and all that it entails.
- Acquire insights on how to inspire and align with your team by setting the emotional tone and exhibiting high emotional intelligence.
- Acquire insights on using emotional intelligence to manage relationships effectively and find common ground to seek a win-win outcome.
- Acquire insights on how to develop your emotional intelligence by building stronger pathways in your brain through practicing emotionally intelligent behavior.
- Acquire insights on raising your EQ by avoiding your comfort zone; doing what is needed even if it is something you don't usually do.
- Acquire insights on how to improve your emotional quotient.
- Acquire insights on emotional intelligence and the skills needed to become emotionally intelligent.
- Acquire insights on the characteristics of high EQ leaders.
- Acquire insights on dealing with hard situations using emotional courage and not avoiding them just because they make you feel uncomfortable.
- Acquire insights on how to overcome the problems of applying emotional intelligence.
- Acquire insights on what you need to be an effective leader.
- Acquire insights on using emotional courage to attain success.
- Acquire insights on building emotional courage by taking small risks.
- Acquire insights on how using emotional courage makes difficult conversations easier.
- Acquire insights on how to bring out the best in yourself and others.
- Acquire insights on how leaders can inspire actions by understanding the science of personality.
- Acquire insights on understanding difficult people.
- Acquire insights on the importance of authenticity and the key to making a good impression.



## MIT Sloan Management Review on The Emotionally Intelligent Leader

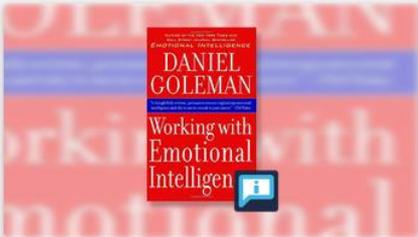
58

BOOK | by MIT Sloan Management Review | 49m

In this collection of articles from MIT Sloan Management Review, you'll learn the roles that empathy and emotions play in effective leadership.

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## Working with Emotional Intelligence

143

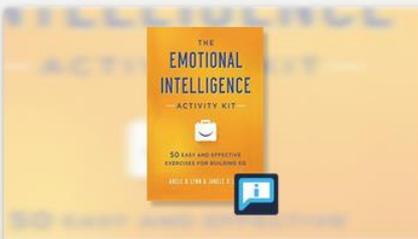
AUDIO SUMMARY | by Daniel Goleman | 10m

Working with Emotional Intelligence uses the experiences of business leaders to present a compelling case for the value of emotions in everyday business life. In this Review, we discuss the salient points of the book based on our interpretation of its co...

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## The Emotional Intelligence Activity Kit: 50 Easy and Effective Exercises for Building EQ

106

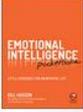
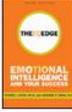
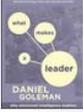
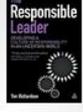
BOOK SUMMARY | by Adele B. Lynn, Janele R. Lynn | 9m

The Emotional Intelligence Activity Kit provides practical exercises to help you boost the emotional intelligence of individuals and teams in the workplace. In this Summary, we discuss the salient points of the book based on our interpretation of its contents.

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# Optional Books

 <p>BOOK</p> <p><b>Emotional Intelligence Pocketbook: Little Exercise...</b></p> <p>27</p>	 <p>BOOK</p> <p><b>Emotional Intelligence: Managing Emotions to Mak...</b></p> <p>129</p>	 <p>BOOK</p> <p><b>The EQ Edge: Emotional Intelligence and Your...</b></p> <p>16</p>	 <p>BOOK</p> <p><b>What Makes a Leader: Why Emotional Intelligence...</b></p> <p>129</p>	 <p>BOOK</p> <p><b>MIT Sloan Management Review on Continuous Learning...</b></p> <p>4</p>
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First-Time Manager Journey is part of the Leadership Transitions series of Skillsoft Aspire Journeys



**First Time Manager  
Journey**



**Mid-Level Manager  
Journey**



**Leader of Leaders  
Journey**

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