

Getting off to a good start as a manager

6 modules

~2 h as Adaptive modules

~1 h as Training videos

1 module per week

Support the shift from individual expertise to responsibility for a team. This learning path helps new managers build their relationship with their team members, adjust the support they give, and adapt their style as each person progresses. It then offers practical guidance for delegating and staying connected day to day.

AUDIENCE

New managers and recently appointed managers.

- **Prerequisite:** none

SKILLS DEVELOPED

- The Manager's Role & Stance
- Manager–Team Member Relationship
- Situational Leadership & Delegation
- Hybrid & Remote Management

THE SIX STEPS OF THE LEARNING PATH

- 1**
WK 1 **Promoted for your expertise: Stop doing it all yourself**
Make the shift from expertise to management: divide your time across your new activities and agree, from day one, on what you will stop taking on.
- 2**
WK 2 **Manager and team member: Meet each other halfway**
Build a relationship with each team member where both sides meet halfway: expectations set from the start, help asked for, disagreements voiced.
- 3**
WK 3 **Situational leadership: Match your style to each task**
Adapt your support to each team member and each task, with a diagnosis made together rather than a label stuck on the person.
- 4**
WK 4 **Situational leadership in practice: Traps and transitions**
Go deeper into the previous step: avoid the pitfalls of diagnosis, change styles smoothly, and take hybrid work and AI into account.
- 5**
WK 5 **Delegating for real: Appelo's seven levels**
Delegate precisely: choose the right level for each decision, from "I decide" to "you decide", and align the team on who decides what.
- 6**
WK 6 **One-on-ones in hybrid teams: Stay close to every team member**
Set up a regular one-on-one, never cancelled, to stay connected with each team member, including at a distance.

— WHY THIS LEARNING PATH, MODULE BY MODULE

- **Promoted for your expertise** – Six in ten new managers fail in their first two years, and eight in ten start without management training.
- **Manager and team member** – The manager role is losing its appeal: according to Gallup, barely more than one in five managers say they are engaged, as so much of the load rests on one person.
- **Situational leadership** – One team today can include an expert new to AI, a young hire more comfortable with digital tools than their manager, and a specialist bored with work she has mastered.
- **Situational leadership in practice** – A practical follow-up to the previous module: the four pitfalls of diagnosis, the two style changes managers most often get wrong, and what hybrid work, AI, and younger generations change.
- **Delegating for real** – “I delegate” hides two mirror-image traps: abandoning a team member, or micromanaging them.
- **One-on-ones in hybrid teams** – In hybrid work, there are few places left for the relationship between managers and team members: messages scroll past, meetings focus on the whole team, and status updates on deliverables.

— CHOOSE YOUR FORMAT

Adaptive module (~20 min per module): self-assessment, expert video with three pauses for reflection, tailored practice scenarios with coach’s feedback, a commitment, and a memo.

Training video (~10 min per module): the expert video and its three pauses for reflection, to add to your own training programs.

— ROLLOUT AND FOLLOW-UP

Where: in your LMS (SCORM delivery) or on the Afthonios platform, at the same price.

Group report included: shown on the Afthonios platform; in your LMS, more or less detailed depending on your LMS and SCORM version.

Optional, on quote: follow-up emails (the next day, 30 days later) and sharing the commitment with the manager.

Languages: All our modules are available in French and English. German, Italian, and Spanish are available on request, and we can add other languages to suit your needs.

— SUGGESTED SCHEDULE

One module per week, so six weeks. Example schedule:

- **Before week 1:** announce the learning path to participants and their managers.
- **Weeks 1 to 6:** one module per week, self-paced, ~20 min.
- **After week 3:** optional check-in based on the group report (reminders and spotting needs).
- **After week 6:** group review and choice of next steps.

The pace and order can be adapted to your audiences and existing training.

Adapt this learning path
to your teams?

Content, pace, and formats can be adjusted with you.

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afthonios.com/en/learning-paths/first-steps-as-a-manager