



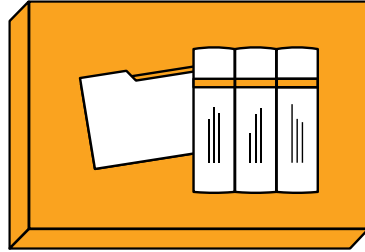
# First-Time Manager Toolkit

# Housekeeping



## Learn More

Check out the Resources tab for additional information and resources specific to this session.



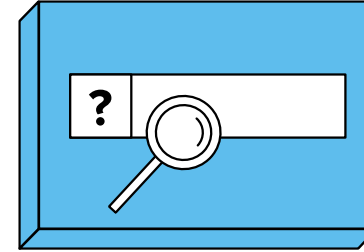
## Exhibit Hall

Head to the Exhibit Hall in the main environment to view all of our booths and download resources.



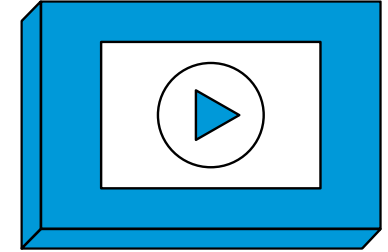
## Networking

Connect with your fellow govies in the Lobby chat in the main environment.



## Get Answers

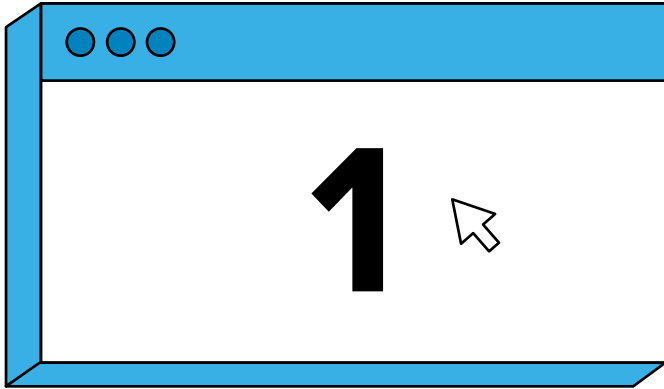
Submit your questions using the Q&A or Chat tab at the bottom of your console. The Q&A tab is also where you can submit technical questions.



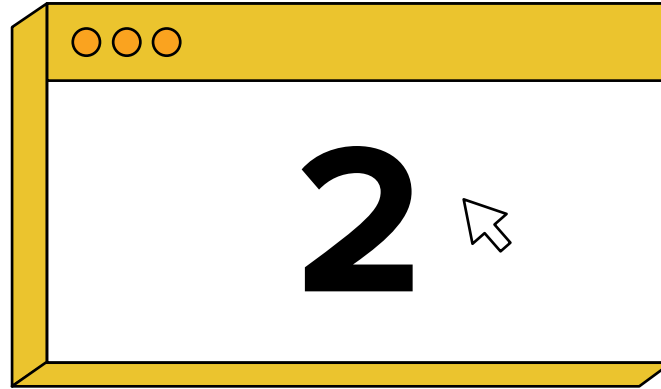
## On-Demand

We will email a link to the on-demand version tomorrow. Email us at [nextgen@govloop.com](mailto:nextgen@govloop.com) if you have any questions.

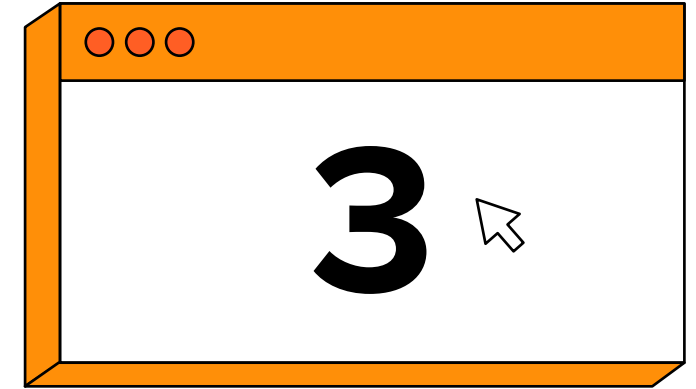
# CPE Info



**Attend** this live online training for the full duration



**Take the polls** throughout the live training. These will appear as a pop-out window on your screen. Click your response and hit submit.



**Complete the evaluation:** It can be found in the resource module on this training and in the Resource Center in the main environment.



## Donald Bauer

Senior Advisor, AI  
Ambassador, OPM,  
Former CTO, Global Talent,  
US Dept of State

# TOOLKIT MAP

Survive the role shift, then build a simple operating system.

- 1 Normalize** You are not the only one improvising.
- 2 Clarify** Turn responsibility into visible priorities and decision rights.
- 3 Practice** Use simple scripts for 1:1s, feedback, delegation, and leadership briefs.
- 4 Protect** Keep your sanity by setting boundaries and documenting tradeoffs.

05

**20 minutes**

practical, candid,  
no cape required

**"You manage things, you  
lead people."**

Grace Hopper



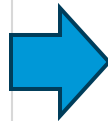
# ROLE SHIFT

08

The job changed from being the expert to creating conditions for others to succeed.

## Old job: expert mode

Do the work. Know the answer. Be fast, accurate, and dependable.



## New job: manager mode

Set priorities. Remove friction. Make decisions visible. Coach people through ambiguity.

## The reframe

Your value is no longer **only** what you personally produce. It is the clarity and confidence you create around the work.

# FIRST 48 HOURS

09

Trade heroics for a clear map of reality.

## Clarify the mandate

Ask leadership: What must be true in 30 days? What can wait? Where do I actually have authority?

01

## Map the work

List active deliverables, owners, deadlines, risks, and decisions stuck in limbo.

02

## Name the tradeoffs

When everything is priority one, help leaders choose what will not get done first.

03

**Manager move: replace "I will figure it out" with "Here is what is true, what is unknown, and what decision we need."**

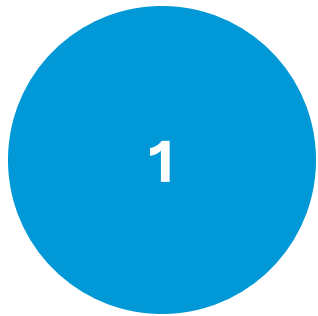
"The first responsibility of a leader is to define reality."

Max De Pree

# OPERATING RHYTHM

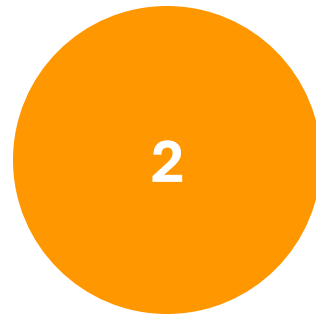
10

A lightweight rhythm keeps the team from managing by rumor and calendar fumes.



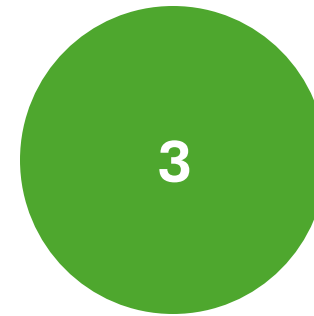
## Weekly reset

Top three outcomes, blocked work, decisions needed, what is on pause.



## 1:1 spine

Going well, stuck, support needed, and what should be known before it becomes loud.



## Decision log

Decision, owner, date, rationale, and revisit point. Future-you deserves evidence.

**The goal is not more meetings. The goal is fewer surprises.**

# FEEDBACK

12

Feedback lands better when it is specific, human, and tied to the work.

C

## Context

Name the moment: In yesterday's briefing...

A

## Action + effect

Describe the behavior and impact: the risk was missing, so the status looked green.

R/E

## Request + encourage

Ask for the next move and signal confidence.

**Tiny script: "Here is what I noticed, why it matters, and what I need next time."**

"Feedback is the breakfast of champions."

Ken Blanchard / Rick Tate

# DELEGATION

13

Delegation is not dumping work; it is transferring clarity.



## Outcome

What good looks like

## Why

Mission, customer, risk

## Guardrails

Deadline, quality, authority

## Checkpoint

First review before final

## Escalate

When to raise your hand

### Try this

"I am asking you to own the outcome, not read my mind. Let's agree on the guardrails and the first checkpoint."

Give leadership a usable picture before they ask for one.

- 1 **Bottom line**
- 2 **Current status**
- 3 **Risk or decision needed**
- 4 **Options with tradeoffs**
- 5 **Recommended next step**

## Translation move

Convert team reality into leadership language: capacity, risk, timeline, compliance, public impact.

**Do not bring a fog bank. Bring a weather report and a recommended umbrella.**

"Leadership is the art of getting someone else to do something you want done because he wants to do it."

Dwight D. Eisenhower

## Protecting your sanity is not selfish; it is continuity planning.

### Contain the day

Pick office hours for non-urgent questions. Use a parking lot for real issues that are not immediate.

### Separate empathy from ownership

Care deeply without personally absorbing every emotion, crisis, or missed deadline.

### Escalate cleanly

Document facts, attempts, impact, and the decision needed. Drama down, evidence up.

**The manager's nervous system is part of the operating model.**

# 7-DAY RESET

**Make the new role smaller, clearer, and repeatable.**

Day  
1

**Ask leadership for the 30-day definition of success.**

Day  
2

**Build the work map: deliverables, owners, deadlines, risks.**

Day  
3

**Hold short 1:1s using the same four questions.**

Day  
4

**Start a decision log.**

Day  
5

**Send one 5-line leadership brief.**

Day  
6

**Delegate one outcome with guardrails.**

Day  
7

**Block 30 minutes to reset priorities and capacity.**

## When things get tough, come back to the basics.

- 1 Pause** What is urgent, important, unclear, or emotional?
- 2 Clarify** What outcome matters, who owns it, and what decision is needed?
- 3 Communicate** Use the 5-line brief. Say the risk plainly. Offer options.
- 4 Coach** Context, action/effect, request, encouragement.
- 5 Protect capacity** Set a boundary, document the tradeoff, and ask for help before the wheels wobble.

**Print this one.**

"Management is doing things right; leadership is doing the right things."

Peter Drucker

# SOFT SKILL MAP

Authority works best when people still believe you are fair.

- 1 Hold the line** Be kind without becoming approval-seeking.
- 2 Stay neutral** Former peers need clarity, not special access.
- 3 Use power carefully** Influence beats intimidation every time.
- 4 Protect trust** Fair process prevents resentment and revenge work.

19

**20 minutes**

soft skills that  
keep teams intact

**"Power is a tool, not a  
personality."**

manager rule of thumb

# LIKEABILITY TRAP

21

You can be respected without trying to be everyone's favorite.

## Approval mode

Avoids tension. Explains too much. Says yes to preserve comfort. Lets the loudest voice set the pace.



## Trust mode

Listens well. Explains decisions once. Keeps standards stable. Lets the mission set the pace.

## The reframe

Your job is not to be liked by everyone. Your job is to be fair, clear, and reliable enough that people can do good work.

# PUSHBACK

22

Pushback is data, not an automatic veto.

## Listen for signal

Is the resistance about facts, workload, risk, equity, or fear?

01

## Decide with criteria

Use mission, policy, capacity, timing, and impact as your decision anchors.

02

## Hold the line

Once the decision is made, do not renegotiate just because pressure gets uncomfortable.

03

**Manager move: validate concerns without surrendering the decision.**

"I hear the concern. Here is the decision, why it is necessary, and what support we can provide."

manager script

# DON'T BE THAT BOSS

23

**Power used badly creates compliance, resentment, and quiet sabotage.**

## **Do not crown yourself**

The title gives you responsibility. It does not make every idea better because it came from you.

## **Do not surprise people with authority**

Use clear expectations, not sudden power moves, public corrections, or gotcha moments.

## **Do not confuse silence with buy-in**

People may stop arguing because they trust you, or because they are done trying. Learn the difference.

**Power should lower confusion, not raise the room temperature.**

# FORMER PEERS

25

Friendliness can remain; special access cannot.

## Inside-track pattern

Old peers assume they know priorities early, hear context first, or get informal exceptions.



## Clean-boundary pattern

The same information, process, standards, and follow-up apply to everyone on the team.

## The reframe

You are not punishing former peers by setting boundaries. You are protecting them, yourself, and everyone watching.

# BE SWITZERLAND

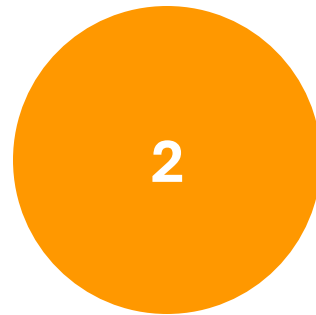
26

**Neutrality is an active management practice, not a personality setting.**



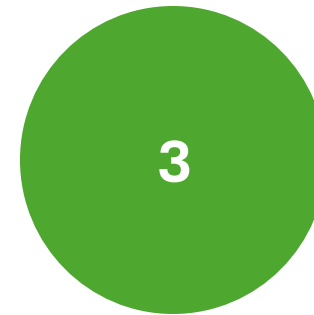
## **Same rules**

Standards do not change based on history, personality, or proximity.



## **Same access**

No shadow briefings, quiet exceptions, or insider previews.



## **Same tone**

Public respect, private correction, consistent follow-through.

**If people cannot predict your process, they will invent your motives.**

# MISSION FIRST

27

Mission focus gives you a neutral anchor when relationships get complicated.

- 1 What outcome serves the mission?
- 2 What standard applies to everyone?
- 3 Who needs the same information?
- 4 What tradeoff am I choosing?
- 5 What will I document and revisit?

## Fairness check

If the person's name changed, would your decision, tone, and process still hold up?

Mission keeps the decision from becoming personal.

# PREVENT THE EXODUS

28

People rarely leave because a new manager has standards; they leave when standards feel personal.

## Watch for signals

Withdrawal, side-channel complaints, missed handoffs, and sudden silence are all management data.

01

## Repair trust early

Name the shift, restate the standard, and invite facts before resentment becomes a storyline.

02

## Document patterns

Record expectations, decisions, follow-up, and impact. Documentation protects fairness.

03

**Manager move: address the behavior without making the person the villain.**

"Here is the pattern I am seeing, the impact it is having, and what needs to change."

manager script

# SOFT SKILL FIELD GUIDE

29

When authority gets personal, return to these five rules.

- 1 Respect before likeability** Do not trade standards for comfort or applause.
- 2 Criteria before preference** Use visible reasons people can understand, even if they disagree.
- 3 Consistency before closeness** Former peers get dignity, not shortcuts.
- 4 Directness before gossip** Say the hard thing to the right person, in the right room.
- 5 Mission before ego** The work is the anchor when relationships get complicated.

**Print this one.**

"Be fair enough that people can trust the process, even when they dislike the decision." manager rule of thumb

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# Up Next

## Closing Keynotes from 3pm – 4pm ET

### **Building Credibility and Trust in Public Service**

*Javier Inclan, Assistant Inspector General for Management, National Science Foundation  
Office of Inspector General*

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### **The Future of Government Leadership**

*Traci DiMartini, former Human Capital Officer at the Internal Revenue Service*