



Leadrise Coaching

by Merve Kagitci Hokamp

LEADING PEOPLE

PEOPLE
MANAGEMENT
WORKBOOK

A comprehensive guide that includes valuable tools, exercises, and resources to help you succeed in managing and leading your team effectively.

WWW.LEADRISECOACHING.COM

ABOUT THIS WORKBOOK

Being a people manager is both an exciting opportunity and a significant responsibility. As a people manager, you have the power to influence and shape the success of your team members and drive organizational growth. This workbook provides a comprehensive guide to help you navigate the complex role of a people manager effectively. It covers key principles, strategies, best practices as well as tools and resources to build high-performing teams, foster employee engagement, and drive results.





HI! I'M MERVE...

I am an executive and career coach with over 10 years of experience in leadership and business coaching, a senior Google executive, a sales and marketing leader, a business management consultant, a speaker, facilitator, and trainer, yoga and pilates teacher, a book worm, an avid international traveler, mother of two wonderful kids, and a lifelong learner.



My educational background includes a diploma in Advanced Executive and Leadership Coaching from Kingstown College, an MBA from INSEAD and a Bachelor's degree in International Relations and German Studies from Claremont McKenna College. These experiences have shaped my global perspective and ability to connect with individuals from diverse cultures.

With my deep passion for coaching, combined with my corporate background and international outlook, I am dedicated to be a trusted partner for professionals seeking guidance and transformation. Whether you're navigating career transitions, aiming for greater leadership effectiveness, or seeking business growth, I invite you to connect with me to discuss how I can support you in achieving your aspirations!

[READ MORE ABOUT ME
ON MY WEBSITE](#)



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Section 1: Understanding Your Role as a People Manager



In this section, you will gain a deeper understanding of the unique responsibilities and expectations that come with being a people manager. Through self-assessment and reflection exercises, you will explore your role in driving team success and fostering employee growth.



1.1 REFLECT ON THE ROLE

Reflection Questions:

- What do you expect from yourself and for yourself in this role?
- What are the key differences between being an individual contributor and a people manager? How can you navigate these differences effectively?
- Why is your role as a people manager crucial in driving team success and fostering employee growth? How do you see your impact in these areas?

NOTES:



1.2 ALIGN ON MANAGER EXPECTATIONS AND KPIS

What are the expectations and responsibilities from your role?
Align with your manager, jot them down.

What kind of KPIs and metrics will you be held to? Use the [Leadrise KPI and Goal Setting Template](#) to list them.



1.3 IDENTIFY YOUR STRENGTHS, GAPS, AND VALUES

What are your key strengths and areas of expertise?

Where might some gaps and areas of growth be?

Consider your personal values and how they align with your new role. Use the [Leadrise Values Worksheet](#) to find and cultivate your values

**PERSONAL
VALUES:**

**NEW ROLE
EXPECTATIONS:**



1.4 CREATE AN ONBOARDING PLAN

Based on your assessment of strengths and gaps, set specific and actionable development goals to enhance your leadership effectiveness. Ensure that these goals are measurable, achievable, and aligned with your overall leadership development aspirations.

Identify the steps or actions you can take to work towards closing the gaps and developing your identified areas for growth. Consider resources, training opportunities, or mentorship that can support your growth.



YOUR FIRST 90 DAYS (1/3)

Here's a breakdown of tasks and to-do's for the first 90 days as a manager, categorized by time periods:

First Week:

- Schedule introductory meetings with your team members to get to know them personally and build rapport.
- Conduct one-on-one meetings with each team member to understand their roles, responsibilities, and aspirations.
- Familiarize yourself with the team's ongoing projects, goals, and priorities.
- Meet with your manager to align expectations, understand team dynamics, and clarify your role as a manager.
- Begin establishing open lines of communication and encourage team members to share their ideas and concerns.

Second Week:

- Conduct team meetings to set expectations, communicate your vision, and establish team goals.
- Evaluate team strengths and areas for improvement, and identify any immediate challenges or bottlenecks.
- Start building relationships with stakeholders and other teams that collaborate with your team.
- Begin reviewing performance metrics and identify areas of success and improvement.



YOUR FIRST 90 DAYS (2/3)

First Month:

- Develop a deeper understanding of the team's work processes, including tools, systems, and workflows.
- Work with team members to set individual goals and align them with the team's objectives.
- Provide constructive feedback and guidance to team members, highlighting their strengths and areas for growth.
- Identify any skill gaps within the team and plan for training or development opportunities.
- Conduct regular check-ins to assess progress, address any issues, and ensure team members feel supported.

Second Month:

- Implement strategies to foster collaboration and knowledge sharing among team members.
- Evaluate team dynamics and provide guidance to address any conflicts or challenges.
- Review and refine performance metrics to track progress and identify areas for improvement.
- Encourage innovation and suggest ways to improve processes or achieve better outcomes.
- Engage in professional development activities to enhance your leadership and managerial skills.



YOUR FIRST 90 DAYS (3/3)

Third Month:

- Conduct a comprehensive performance review for each team member, providing feedback and recognizing achievements.
- Initiate conversations about career development and growth opportunities for team members.
- Evaluate the effectiveness of team communication channels and make adjustments if necessary.
- Collaborate with your manager and other stakeholders to align team goals with the broader organizational objectives.
- Reflect on your own performance as a manager, seeking feedback from your team and identifying areas for personal growth.
- Start working with a manager mentor and/or a manager coach to continue your progress and maximize your potential.

Remember that these tasks and timelines are flexible and can be adjusted based on the specific needs of your team and organization. Adapt and prioritize tasks accordingly to ensure a smooth transition and successful first 90 days as a manager.



Section 2: Building and Leading High-Performing Teams



Building strong relationships within your team is crucial for success and effective communication and clear expectations are vital for a high-performing work environment. In this section, you will learn strategies for developing your team members' skills and empowering them to take ownership of their work.



2.1 BUILD STRONG RELATIONSHIPS

Communication: Reflect on the current communication channels within your team. Are they open, transparent, and effective? Identify at least three ways you can enhance communication within your team to foster stronger relationships and improve collaboration.

Trust and Respect: Assess the level of trust and respect within your team. Are there any areas that need improvement? Identify three actions you can take to promote a culture of trust, respect, and collaboration.



Listening: Reflect on your listening skills and how well you understand your team members' perspectives. Practice active listening in your interactions with team members. Choose three team members to have focused conversations with, where your main goal is to deeply understand their thoughts, challenges, and aspirations. Share your reflections on these conversations and identify areas where you can improve your listening and understanding skills.

Team Building: Design a team-building activity or initiative that will strengthen relationships and foster a culture of trust, respect, and collaboration within your team. Use the **Leadrise Stretch Zone Worksheet** to choose and employ team building activities



Complete a **START-STOP-CONTINUE** exercise with your team to understand what, in your team's perspective, is working well, what is not working well, and what else can be done to improve.

START

STOP

CONTINUE

2.2 SET CLEAR EXPECTATIONS

Review the current goals and objectives of your team members. Are they aligned with the overall organizational objectives? Identify any misalignments and work with individual team members to refine their goals, ensuring they contribute directly to the team's and organization's success. Organize and share team level KPIs using the [Leadrise KPIs template](#).

NORTHSTAR	
OBJECTIVES	
MISALIGNMENTS	

SMART FRAMEWORK FOR GOAL SETTING

The SMART framework promotes accountability, focus, and continuous improvement, enabling both individual and team success. By applying this framework, new managers can establish clear performance expectations, track progress effectively, and provide meaningful feedback to their team members.

S

Specific: Set clear and specific performance goals for each team member. Ensure that the goals are well-defined, focused, and leave no room for ambiguity.

M

Measurable: Define measurable indicators or metrics that will be used to evaluate performance. This allows you to track progress and determine whether the desired outcomes are being achieved.

A

Achievable: Ensure that the goals set for each team member are realistic and attainable. Consider their skills, resources, and capacity when setting expectations to promote motivation and success.

R

Relevant: Align the performance goals with the overall objectives of the team and the organization. Ensure that the goals are relevant to the individual's role and contribute to the larger picture.

T

Time-bound: Set specific deadlines or timeframes for achieving the goals. This provides a sense of urgency and helps in prioritizing tasks and managing time effectively.



2.3 DEVELOP YOUR TEAM

Assess the unique talents and skills of each team member. Calibrate them against their motivation and will using the SKILL vs WILL Matrix

HIGH SKILL, LOW WILL	HIGH SKILL, HIGH WILL
LOW SKILL, LOW WILL	LOW SKILL, HIGH WILL

By using the Skill vs. Will matrix, managers can gain a clearer understanding of their team members' performance and tailor their management approach accordingly. It allows them to identify areas for development, allocate resources effectively, and create targeted strategies to support their team's growth and success. More on the matrix on the next page.



SKILL VS WILL MATRIX

Here's how to read the Skill vs. Will matrix:

High Skill, High Will:

These team members possess both the necessary skills and the willingness to perform at a high level. They are self-motivated, proactive, and consistently deliver excellent results. Managers should provide opportunities for growth and challenge to keep them engaged and fulfilled.

High Skill, Low Will:

Team members in this category have the required skills but lack the motivation or enthusiasm to perform at their best. They may be experiencing burnout, personal issues, or a lack of alignment with their current role. Managers should have open and honest conversations to understand their concerns, provide support, and explore ways to reignite their passion or explore new opportunities.

Low Skill, High Will:

These team members demonstrate a strong desire to excel and contribute but lack the necessary skills or knowledge. They are eager to learn and grow. Managers should invest in their development by providing training, coaching, and mentoring to enhance their skills and enable them to reach their full potential.

Low Skill, Low Will:

Team members in this quadrant require significant attention and support from managers. They lack both the skills and the motivation to perform effectively. Managers should evaluate whether these individuals are in the right role or if there are underlying issues that need to be addressed. Supportive measures such as training, performance improvement plans, or reassignment may be necessary to help them improve or find a better fit.



As a team, use the [Leadrise Growth Mindset Worksheet](#) to identify what individual and team triggers are for fixed mindset and discuss how you can tackle them

NOTES:

Brainstorm strategies to foster a growth mindset within your team. How can you create an environment that encourages risk-taking, learning from failures, and embracing continuous improvement?

NOTES:



2.4 EMPOWER AND DELEGATE

Are you effectively leveraging the skills and abilities of your team members? Identify specific tasks or responsibilities that you can delegate to team members to empower them and allow for their professional growth.

A large, empty white rectangular box intended for writing notes or identifying tasks to delegate.



CLEAR MODEL FOR DELEGATION AND EMPOWERMENT

C

Clarify Expectations:

Clearly communicate the desired outcomes, expectations, and quality standards for the delegated task.

L

Leverage Strengths:

Identify the unique strengths, skills, and capabilities of each team member.

E

Enable Development:

Encourage continuous learning and growth by assigning tasks that challenge and develop the team member's skills.

A

Authority and Resources:

Empower team members by providing them with the necessary authority and autonomy to make decisions and take ownership of the task.

R

Review Progress:

Establish regular check-ins to review progress, offer guidance, and provide feedback on the team member's performance.



Section 3: Performance Management and Feedback



In this section, we explore the essential aspects of performance management, including conducting performance check-ins, setting goals, and providing constructive feedback. By mastering these skills, you will not only enhance individual and team performance but also create a culture of continuous improvement and professional growth.



3.1 UNDERSTAND YOUR ORGANIZATION'S PERFORMANCE SYSTEM

Understand the basics of a perf system: How long is a performance cycle? How do employee calibration sessions work? Who makes decisions on ratings, who holds the performance reviews, who makes decisions on promotions? What is the communication strategy and timelines for the above?

NOTES:

Does the organization have any behavioral expectations? (e.g. leadership, thought leadership, sales skills, technical execution etc.) Where can you find and study them?

NOTES:



3.2 ASSESS CURRENT PERFORMANCE AND FUTURE POTENTIAL

Performance vs. Potential matrix is a valuable tool in talent management that helps assess and classify employees based on their current performance level and their potential for future growth and development.

HIGH PERFORMANCE, LOW POTENTIAL	HIGH PERFORMANCE, HIGH POTENTIAL
LOW PERFORMANCE, LOW POTENTIAL	LOW PERFORMANCE, HIGH POTENTIAL



PERFORMANCE VS POTENTIAL MATRIX

High Performance, High Potential:

These employees consistently deliver outstanding results and demonstrate the potential to take on greater responsibilities and higher-level roles within the organization. They possess both the skills and the ambition to excel. Managers should identify and provide them with challenging assignments, stretch goals, and opportunities for leadership and career advancement.

High Performance, Low Potential:

Employees in this category consistently perform at a high level but may not possess the desire or potential for significant growth or advancement. They are valuable contributors to the team and organization and may prefer to excel in their current roles. Managers should focus on recognizing their contributions, providing meaningful feedback, and creating an environment that fosters their job satisfaction and engagement.

Low Performance, High Potential:

These employees exhibit the potential for growth and development but may currently underperform due to a lack of skills, experience, or confidence. They require support, guidance, and targeted development opportunities to enhance their performance. Managers should provide coaching, training, and mentorship to help them bridge the performance gap and unlock their potential.

Low Performance, Low Potential:

Employees in this quadrant may struggle with both their performance and their potential for growth. They may lack the necessary skills, motivation, or alignment with their role. Managers should assess whether further investment in their development is feasible and explore alternative options such as reassignment, performance improvement plans, or exit strategies, depending on the circumstances.



MANAGING LOW PERFORMANCE

Managing low performance requires a balance of empathy, clear communication, and effective performance management techniques. By addressing low performance promptly, providing feedback and guidance, and offering opportunities for growth and development, you can create a supportive environment that enables team members to overcome challenges and reach their full potential. It is essential to approach these conversations with a solutions-oriented mindset and a focus on continuous improvement and employee development.

Here below are steps to manage low performance:

- **Understanding the Causes of Low Performance:**
 - Identify the possible reasons behind low performance, such as lack of skills or knowledge, unclear expectations, personal issues, or disengagement.
 - Conduct performance assessments and gather feedback from relevant stakeholders to gain a comprehensive understanding of the situation.
 - Recognize the importance of addressing low performance promptly and providing timely feedback to prevent it from becoming a persistent issue.
- **Communicating Expectations and Providing Feedback:**
 - Clearly communicate performance expectations and standards to the team member, ensuring they have a clear understanding of what is expected from them.
 - Provide specific and constructive feedback to highlight areas of improvement and offer guidance on how to enhance performance.
 - Use active listening skills to understand the team member's perspective and address any concerns or challenges they may be facing.



MANAGING LOW PERFORMANCE

- **Developing a Performance Improvement Plan:**
 - Liaising with HR, create a performance improvement plan (PIP) with the team member, outlining specific goals, actions, and timelines to address the identified performance gaps.
 - Clearly communicate the consequences of not meeting the performance expectations, while also providing support and resources to facilitate improvement.
 - Regularly monitor progress, provide feedback, and adjust the plan as needed to ensure continuous improvement.
- **Coaching and Development:**
 - Provide coaching and mentoring to help the team member acquire the necessary skills and knowledge to improve their performance.
 - Offer opportunities for professional development and training to address any skill gaps and enhance their performance capabilities.
 - Encourage a growth mindset and provide ongoing support and encouragement to boost motivation and engagement.
- **Performance Reviews and Follow-Up:**
 - Conduct regular performance reviews to assess progress and provide feedback on performance improvement.
 - Recognize and celebrate incremental improvements and milestones achieved by the team member.
 - Continuously monitor performance and provide ongoing feedback and support to ensure sustained improvement.



3.3 GIVE FEEDBACK

Reflect on your own feedback style. What approaches do you tend to use when delivering feedback? Are there any areas for improvement or adjustment in your approach?

NOTES:

Take a moment to identify specific feedback opportunities within your team. Consider recent projects, tasks, or interactions where feedback could have been provided. Select one or two feedback scenarios that you would like to focus on for this exercise. These scenarios should involve both positive feedback and areas for improvement. For each selected scenario, prepare feedback messages using SBI or EARs (explained on the next page)

NOTES:



SBI FRAMEWORK

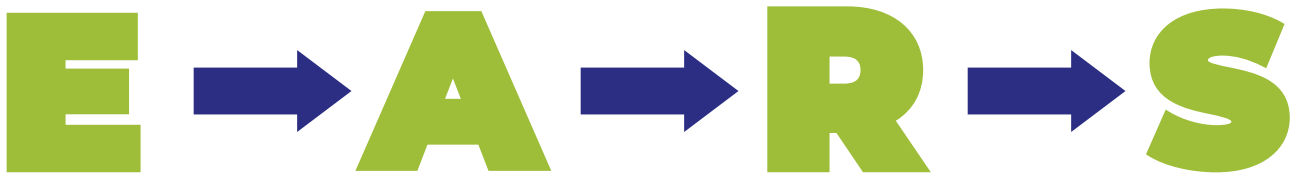


The SBI framework helps structure feedback conversations by providing a clear sequence of information: the context (Situation), the observed behavior, and its impact. By following this structure, you can provide feedback that is specific, objective, and actionable.

- **Situation:** Start by describing the specific situation or context in which the observed behavior occurred. Provide relevant details about when and where the behavior took place, setting the stage for the feedback conversation.
- **Behavior:** Describe the observed behavior objectively and specifically. Focus on actions or statements that are directly observable and avoid making assumptions or interpretations. Be descriptive rather than evaluative, using neutral language to convey what you saw or heard.
- **Impact:** Explain the impact or consequences of the observed behavior. Share how the behavior affected individuals, the team, or the project. Be specific about the outcomes, results, or feelings generated by the behavior. Highlight both positive impacts and areas for improvement.



EARS FRAMEWORK



The EARS framework fosters a positive feedback culture by promoting empathy, active listening, respect, and support. It creates an environment where individuals feel valued, heard, and motivated to learn and grow from feedback.

- **Empathy:** Begin by demonstrating empathy and understanding towards the individual. Acknowledge their efforts, challenges, and emotions related to the situation. Show that you genuinely care about their growth and development.
- **Attention:** Give your full attention to the feedback conversation. Listen actively, maintain eye contact, and show interest in the individual's perspective. Allow them to express their thoughts and feelings, creating a safe space for open communication.
- **Respect:** Treat the individual with respect and dignity throughout the feedback conversation. Focus on the behavior rather than making personal judgments. Use language that is non-judgmental and objective, emphasizing the importance of growth and improvement.
- **Support:** Offer support and guidance to help the individual address areas for improvement or build upon their strengths. Provide specific suggestions, resources, or opportunities for development. Offer your assistance and willingness to help them succeed.



Section 4: Recruitment and Hiring



Finding and selecting the right talent is crucial for building a high-performing team. In this section, we explore the essential aspects of recruitment and hiring to help you attract, assess, and onboard top candidates effectively.



4.1 DEFINE JOB AND TEAM REQUIREMENTS

Clarify the specific job requirements, including skills, qualifications, and experience needed for the role. Assess the skillsets you currently have in the team and what you are missing. What would compliment / fill a void in the team?

Identify the key competencies and attributes that align with your team's goals and organizational culture. Use these and above job requirements to write out a job spec for the role.



4.2 LINK IN WITH THE RIGHT PEOPLE

"A players hire A players, B players hire C players" Steve Jobs

List out people you need to link in with internally for the recruiting and interviewing process (e.g. recruiter, interviewers, hiring committee, HRBP, etc)

<input type="checkbox"/>	
<input type="checkbox"/>	
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Get an interviewing committee together. Check and circulate **Leadrise Bias worksheet** to control for any unconscious biases

<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	



SAMPLE INTERVIEW QUESTIONS

Here are some sample interview questions that can be used in various contexts:

- **Behavioral Interview Questions:**
 - Can you tell me about a time when you faced a significant challenge at work and how you handled it?
 - Give an example of a situation where you had to work collaboratively with a diverse team. How did you ensure effective collaboration and achieve a positive outcome?
 - Describe a time when you had to make a difficult decision with limited information. How did you approach the situation and what was the outcome?
- **Situational Interview Questions:**
 - How would you handle a situation where you have conflicting deadlines and limited resources?
 - If you were faced with an underperforming team member, what steps would you take to address the issue?
 - Imagine you were leading a project and a key stakeholder disagreed with your proposed approach. How would you handle the disagreement and find a resolution?
- **Competency-Based Interview Questions:**
 - Describe a time when you demonstrated strong leadership skills. How did you motivate your team and achieve desired results?
 - Tell me about a project where you had to adapt to unexpected changes. How did you manage the change and ensure successful project completion?
 - Give an example of a time when you used your problem-solving skills to overcome a complex issue.
- **Culture and Values Fit Questions:**
 - How do you prioritize work and manage your time effectively?
 - What does teamwork mean to you, and how have you contributed to a collaborative work environment in the past?



Section 5: Leading Through Change and Challenges



This section focuses on navigating the complexities of change management as a people manager, understanding how to effectively communicate changes, address resistance, and support your team through transitions. We look at conflict resolution strategies to maintain a positive work environment and foster collaboration even in challenging situations.



5.1 FIND YOUR CHANGE MANAGEMENT PHILOSOPHY

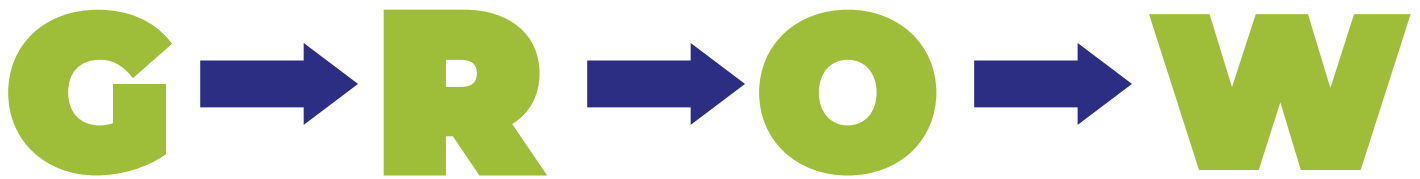
What strategies can you employ to support your team members in adapting to new processes, structures, or technologies? Think back to an organizational change you went through as an individual contributor before. How did managers handle it? What did you appreciate (that you can replicate)? What didn't you appreciate (that you can note so you don't replicate)?

APPRECIATE / DO

RESENT / DON'T DO



GROW MODEL FOR CHANGE MANAGEMENT



The GROW model is a powerful coaching framework that helps managers guide individuals and teams through the process of change. It provides a structured approach to support individuals in setting goals, exploring options, taking action, and reviewing progress.

- **Goal:** Start by helping individuals or teams clearly define their desired outcome or goal. Encourage them to think about what they want to achieve and articulate it in a specific and measurable way. The goal should be challenging yet attainable, and it should align with the broader objectives of the change initiative.
- **Reality:** Explore the current reality or situation. Encourage individuals or teams to assess where they currently stand in relation to their goal. This involves examining the challenges, obstacles, and opportunities present in the current situation. Encourage open and honest reflection to gain a clear understanding of the current reality and any gaps that exist.
- **Options:** Once the current reality is understood, it's time to generate and explore potential options and strategies for moving forward. Encourage individuals or teams to brainstorm ideas, consider different approaches, and explore alternative solutions. Help them think creatively and consider a range of possibilities, weighing the pros and cons of each option.
- **Will:** With a list of options identified, it's time to determine the actions and steps needed to achieve the desired outcome. Encourage individuals or teams to select the most appropriate and feasible options and develop a clear action plan. Support them in setting milestones, determining resources needed, and establishing a timeline for implementation. Emphasize the importance of commitment and motivation to follow through on the plan.



5.2 UNDERSTAND YOUR CONFLICT RESOLUTION STYLE

First complete the **Leadrise Conflict Management Styles worksheet** yourself and jot down your insights below

MY INSIGHTS

Then ask your team to complete the **Leadrise Conflict Management Styles worksheet**. Share your insights and discuss the make of the team (which styles are dominant, etc.)

TEAM INSIGHTS



SAMPLE MANAGER FEEDBACK QUESTIONNAIRE (1/2)

Thank you for taking the time to provide feedback on my performance as your manager. Your input is valuable in helping me assess my effectiveness and identify areas for improvement. Please take a few minutes to answer the following questions honestly and constructively.

- **Communication and Collaboration**

- How effectively do I communicate goals, expectations, and project updates to the team?
- Do I actively listen to your ideas, concerns, and feedback?
- How well do I foster a collaborative and inclusive team environment?

- **Leadership and Decision-Making**

- How would you rate my ability to inspire and motivate the team?
- Do I provide clear direction and guidance when making decisions?
- How effectively do I prioritize tasks and allocate resources?

- **Performance Management**

- Do I provide regular feedback on your performance and help you set goals?
- How well do I recognize and appreciate your achievements?
- Do I provide constructive feedback and support for your development?



SAMPLE MANAGER FEEDBACK QUESTIONNAIRE (2/2)

- **Team Development**

- How effectively do I identify and leverage the strengths of team members?
- Do I provide opportunities for growth and professional development?
- How well do I promote teamwork and collaboration among team members?

- **Conflict Resolution**

- How skillfully do I handle conflicts and resolve issues within the team?
- Do I create a safe and inclusive environment for addressing concerns?
- How effectively do I mediate conflicts and promote positive working relationships?

- **Overall Effectiveness**

- How would you rate my overall performance as a manager?
- What do you appreciate most about my style and approach?
- In which areas do you believe I could improve to better support the team's success?

Thank you for your valuable feedback. Your responses will be treated confidentially and used to support my growth and development as a manager. Your input plays a vital role in fostering a positive work environment and enhancing team performance.



APPENDIX



These books cover a wide range of management topics and provide valuable insights and strategies to enhance your managerial skills and effectively lead your team.



BOOK RECOMMENDATIONS

- **"The First-Time Manager"** by Loren B. Belker, Jim McCormick, and Gary S. Topchik
- **"Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity"** by Kim Scott
- **"The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever"** by Michael Bungay Stanier
- **"Drive: The Surprising Truth About What Motivates Us"** by Daniel H. Pink
- **"Multipliers: How the Best Leaders Make Everyone Smarter"** by Liz Wiseman
- **"Crucial Conversations: Tools for Talking When Stakes Are High"** by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
- **"The One Minute Manager"** by Kenneth Blanchard and Spencer Johnson
- **"Dare to Lead: Brave Work. Tough Conversations. Whole Hearts."** by Brené Brown

C O N G R A T U L A T I O N S !

Congratulations on completing the 'Leading People' Workbook!

By actively engaging with the exercises, reflections, and resources provided throughout this workbook, you have taken significant steps towards becoming a more effective and successful leader.

Managing people is a dynamic and ever-evolving responsibility, and your commitment to continuous learning and development will be invaluable on your managerial journey. As you move forward, remember the importance of staying open to new ideas and approaches. Embracing fresh perspectives and innovative solutions can fuel positive change within your team.

As you navigate the challenges and opportunities that lie ahead, remember to approach each day with a mindset of curiosity, empathy, and a dedication to bringing out the best in yourself and your team. Your commitment to ongoing learning and development will contribute to your success as a leader.

Best of luck in your continued growth as a people manager. I am confident you will nail it!

Warm regards,
MERVE KAGITCI HOKAMP

CONNECT WITH ME

