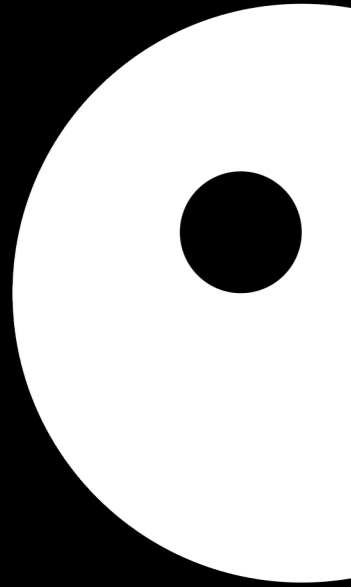




KOUNNIS ACADEMY

Professional & Personal Development



Free Guide

The First-Time Manager's **Survival Kit**

Practical tools, reflection prompts and a 30-day action plan to help you lead with clarity, confidence and impact.

Name

Date started

Start with your real leadership challenges

Complete the workbook digitally or print it. The value comes from honest reflection and specific action.

Use it practically

Do not try to complete everything in one sitting. Work through one section at a time and apply one action before moving to the next.

Keep it specific

Replace general intentions such as "communicate better" with observable actions, owners, deadlines and follow-up dates.

Your manager profile

Current role / title

Team size

How long have you been managing people?

What currently feels most challenging? Select all that apply.

☐ Delegating without micromanaging

☐ Giving clear feedback

☐ Handling conflict or difficult conversations

☐ Setting priorities and expectations

☐ Leading with confidence

☐ Motivating and developing the team

The one result I want from this workbook is:

From doing the work to enabling the work

Your role is no longer to be the answer to every problem. Your role is to create clarity, ownership and capability.

My current patterns

Tasks I still hold onto because "it is faster if I do them myself":

Decisions my team could make without me:

Situations where I become too controlling, too passive or too involved:

Stop - Start - Continue

STOP

One habit that limits my team

START

One behaviour that creates ownership

CONTINUE

One leadership strength to protect

Understand the impact you have on others

Pressure does not create your leadership habits. It reveals them.

My leadership triggers

TRIGGER	MY AUTOMATIC REACTION	A BETTER RESPONSE

Three-minute leadership reflection

What energy did I bring to the team today?

Which interaction did I handle well?

What will I approach differently tomorrow?

The O.O.G.C. Delegation Planner

Use this page before delegating an important responsibility. Clarity at the beginning prevents confusion later.

OUTCOME

What does a successful result look like?

OWNERSHIP

Who owns the task and which decisions can they make?

GUARDRAILS

What are the limits, resources and approval points?

CHECKPOINT

When and how will progress be reviewed?

Delegation readiness check

- | | |
|--|--|
| ☐ The expected result is clear. | ☐ The person understands why the task matters. |
| ☐ They have the information and authority required. | ☐ Deadlines and checkpoints are agreed. |
| ☐ I will allow a different approach from my own. | ☐ I know what support I will provide - without taking over. |

The task I will delegate this week:

The S.I.N. Feedback Planner

Plan feedback around observable behaviour, its impact and the next step - not labels or assumptions.

SITUATION

When and where did the behaviour occur?

IMPACT

What effect did it have on the work, team or client?

NEXT STEP

What specifically should happen differently?

Prepare your delivery

The exact opening sentence I will use:

The question I will ask to hear their perspective:

The follow-up date or checkpoint:

The F.I.Q.A. Conversation Planner

Address the issue early, stay factual and leave with a clear agreement.

1

FACTS

What have I directly observed? Avoid assumptions, labels and "always/never" language.

2

IMPACT

Why does this issue matter? What is the effect on results, people or clients?

3

QUESTION

What open question will help me understand their perspective?

4

AGREEMENT

What action, owner, deadline and follow-up will we agree?

Before the meeting, check:

☐ I am calm enough to be constructive.

☐ I will focus on one issue at a time.

The Problem-Solving Coaching Sheet

Use these questions when the employee has the capability to think through the issue, but needs structure and support.

What outcome are you trying to achieve?

What do you think is causing the problem?

What options have you considered?

What are the advantages and risks of each option?

What would you recommend?

What support do you need from me?

Ask or tell?

- ☐ ASK when the employee can think through the issue and learn from it.
- ☐ TELL when there is serious risk, urgency, compliance or a genuine skills gap.

30-Minute One-to-One Meeting Planner

Use the meeting for performance, development and support - not only status updates.

1. PERSONAL CHECK-IN - 5 MIN

How are things going? What has been taking most of your energy?

2. PRIORITIES AND OBSTACLES - 10 MIN

What are the priorities, progress points, blockers and decisions required?

3. FEEDBACK AND DEVELOPMENT - 10 MIN

What has been learned? Which skill or responsibility should be developed next?

4. AGREEMENTS - 5 MIN

Confirm actions, owners, deadlines, support and follow-up.

The question I will ask my team member:

"What could I do differently to support you more effectively?"

Your Leadership Trust Audit

Rate each behaviour from 1 (rarely) to 5 (consistently). Select only one rating per row.

I follow through on my commitments.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I communicate expectations clearly.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I address problems consistently.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I listen without immediately interrupting or correcting.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I recognise the contribution of others.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I admit when I do not have the answer.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

My decisions are aligned with what I communicate.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I remain respectful when pressure is high.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Turn insight into action

My lowest-rated leadership behaviour is:

One observable action I will practise this week:

How I will know the behaviour is improving:

One month. Four deliberate leadership moves.

Focus on progress, not a dramatic personality transplant. Leadership develops through repeated behaviour.

WEEK 1 - OBSERVE

What will I learn about the team, its work and current challenges?

WEEK 2 - CLARIFY

Which priorities, roles, expectations or routines need greater clarity?

WEEK 3 - DELEGATE

Which meaningful responsibility will I delegate using O.O.G.C.?

WEEK 4 - DEVELOP

Which feedback or coaching conversation will I conduct?

My 30-day accountability date:

The person who will hold me accountable:

Build a repeatable leadership rhythm

Use the checkboxes weekly. Consistency beats occasional bursts of managerial enthusiasm.

EVERY DAY

- ☐ Set and communicate clear priorities.
- ☐ Notice my energy and communication style.
- ☐ Recognise a useful contribution.
- ☐ Avoid solving a problem the team can solve.

EVERY WEEK

- ☐ Hold meaningful one-to-one conversations.
- ☐ Review delegated responsibilities.
- ☐ Provide timely and specific feedback.
- ☐ Remove one unnecessary obstacle.
- ☐ Reflect on one leadership interaction.

EVERY MONTH

- ☐ Review individual and team progress.
- ☐ Discuss development goals.
- ☐ Address emerging performance concerns.
- ☐ Ask for feedback on my management approach.
- ☐ Choose one leadership skill to practise.

This week in one sentence

The most important leadership action I completed:

What I learned about my team or myself:

My priority for next week:

Define the manager you are becoming

Complete these statements after working through the workbook and applying your first actions.

The type of manager I want to become is:

The behaviour I need to stop is:

The leadership habit I need to strengthen is:

The conversation I have been avoiding is:

The responsibility I should delegate is:

The first action I will take is:

My commitment

I will review this workbook and my 30-day plan on:

Signature

Choose the support that fits your next challenge

A workbook creates reflection. Development happens when insight is converted into consistent behaviour.

RISE® Accelerated Management Program

A practical management development journey for middle managers, team leaders, supervisors and professionals preparing for greater responsibility.

- Self-awareness and mindful leadership
- Communication and relationship building
- Delegation, supervision and feedback
- Coaching, problem-solving and adaptability
- Building trust with teams and clients

[Explore the RISE® Program](#)

Executive Coaching

Confidential, one-to-one support focused on your real workplace situations, leadership goals and behavioural development.

- Navigate difficult leadership situations
- Strengthen confidence, communication and influence
- Develop a more strategic mindset
- Manage people and change more effectively
- Turn leadership knowledge into consistent behaviour

[Discover Executive Coaching](#)



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