



Email Newsletter

Series on skills for new managers

About this series

This newsletter series was developed to support new managers as they build foundational leadership skills.

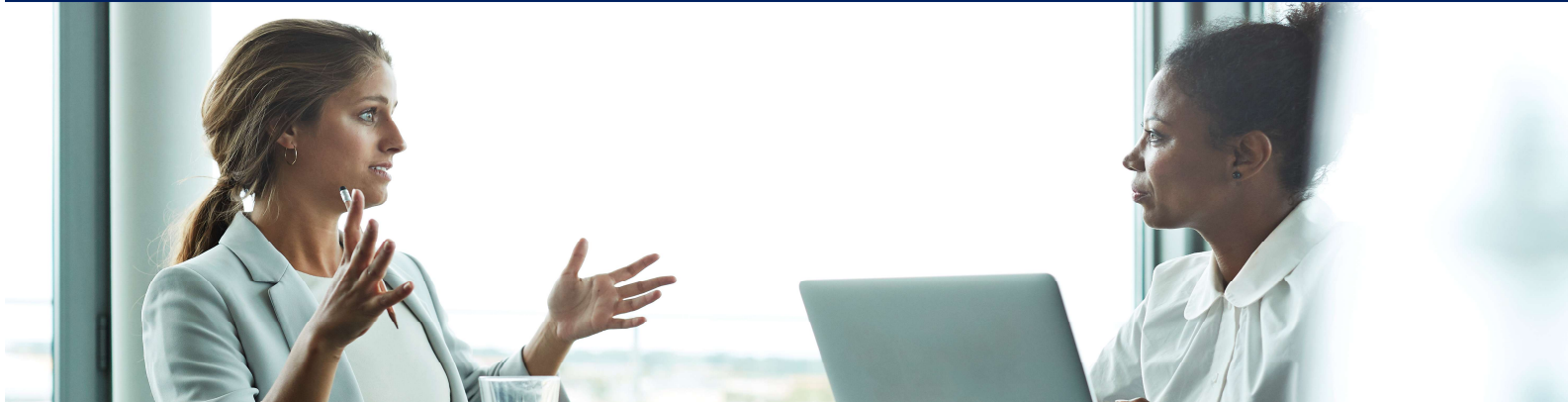
Each of these first three issues focus on a single, actionable behavior—linked to management competencies—that drive application of learning in the flow of work.

Competency	Description	Newsletter
Managerial courage	Involves directly addressing difficult performance issues, providing honest, timely, and actionable feedback (both positive and corrective) without fear.	Newsletter #1: Giving clear, actionable feedback
Developing others	Fostering long-term learning, growth, and skill enhancement in team members through coaching, mentoring, and providing challenging opportunities.	Newsletter #2: Build a better 1:1
Leading through uncertainty	Transparent, consistent, and empathetic communication to maintain trust and psychological safety. Leaders must share what they know, acknowledge what they don't, and articulate a clear path forward.	Newsletter #3: You don't need all the answers

Subject:

Newsletter #1: Give clear, actionable feedback

Give clear, actionable feedback



Show more confidence. Be a leader. You did a great job! You may have been on the receiving end of “feedback” just like this. How did it help you improve? Or know what to start, stop, or keep doing? Or take your performance to the next level?

Describing the steps an individual can take to change behavior makes feedback clear and actionable.

Here’s an example of vague vs. clear and actionable corrective feedback:

❌ **Vague:** *Be more approachable.*

✅ **Clear and actionable:** *I noticed at our meeting today that you launched right into the agenda at start time. I think that can throw off the folks that like a little banter before digging into the work at hand. A few pleasantries at the start of the meeting can help set a positive tone. Next meeting, try taking a few moments for a little back-and-forth conversation with the group.*

The 3W formula

Whenever you feel stuck with feedback, try the 3Ws:

- **WHAT:** What did you see? Be objective. (Just. The. Facts.)
- **WHY:** Why does it matter? Communicate the impact of the behavior.
- **WAY:** Give a brief overview of what can be done differently.

Remember that praise is also feedback! Here’s an example of using the 3Ws with positive feedback:

- **WHAT:** *Great job leading the meeting today! I liked how you opened with a conversation starter.*
- **WHY:** *It really helped ease everyone into the agenda and set a friendly tone for the rest of the hour.*
- **WAY:** *If it feels daunting to think up something new for every meeting, AI will be able to help!*

Managerial courage

This week, try the 3Ws in at least one real conversation with a team member. Don’t aim for perfection! Just try to be genuinely helpful.

Subject:

Newsletter #2: Build a better 1:1

Build a better 1:1



It's easy for a 1:1 meeting to turn into a 20- or 30-minute status update. That's where many people (on both sides of the desk) are most comfortable. But 1:1s can and should be so much more! **They are one of the most important development tools you have.**

When the focus of the 1:1 is on what has already happened (status), you lose the opportunity to affect what will happen next. By applying a little structure and asking the right questions, you can turn the spotlight on the *person* rather than on their *tasks*. Here's a very simple structure—three categories, five questions total—that will help you do just that.

1**Check-in (5 min)**

Start with the person, not the work.

? *How are things going this week?*

2**Priorities (10–15 min)**

Focus on what matters most.

? *What's top of mind right now?*

? *Are you stuck anywhere?*

3**Growth (5–10 min)**

Look beyond immediate tasks.

? *What's one thing you want to change going forward?*

? *How can I support you?*

The answers to these questions will help you understand a team member's strengths and opportunities for growth. You also get to celebrate their wins, provide guidance where needed, and offer your support as they learn and perform their role on the team.

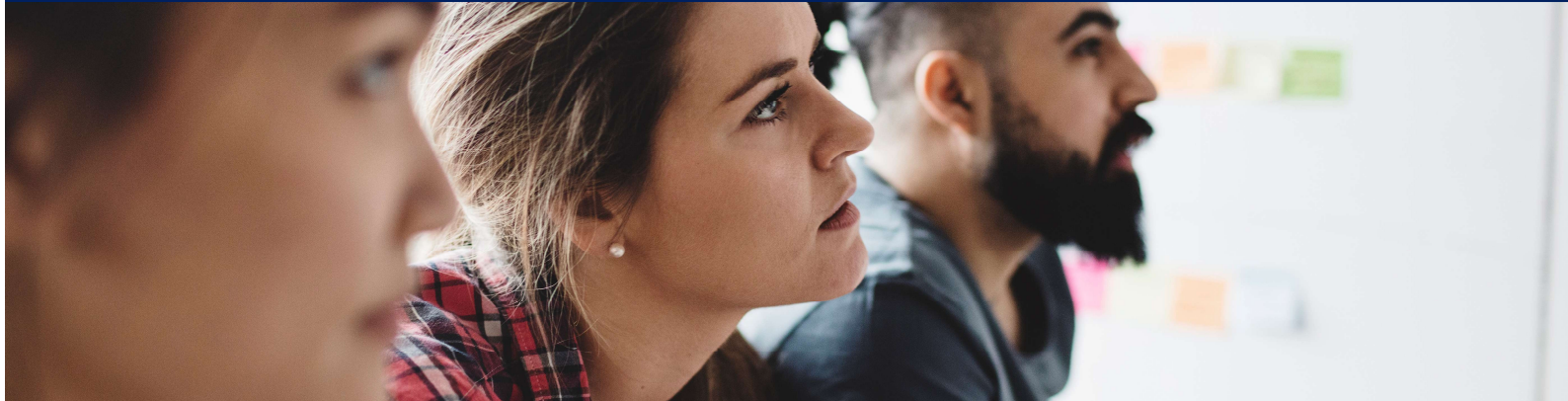
🔧 Develop others

In your next 1:1, try applying this structure. No need to follow it to the letter, just use it to guide the conversation.

Subject:

Newsletter #3: You don't need all the answers

You don't need all the answers



We live in uncertain times, and having to lead yourself and your team through them can feel overwhelming. Your team looks to you for answers, whether you have any or not.

You don't need all the answers to be an effective leader.

The rumor mill is operating at full speed. The team wants information, clarity, and assurance. You can't give them what you don't have. But you *can* give them whatever you're able to share (even if it's incomplete). You *can* acknowledge their feelings. And you *can* build trust. Here's what that looks like in real life.

This is what I know/can share.

Share clear, confirmed information—no rumors, no educated guesses, just facts. You may know more than you are allowed to share, and that's ok. It's part of the job to follow the communications plan the organization is implementing. Stick to the plan. On the other hand, you may be working with the same information your team has, and that's ok, too. If you all got the same email, you can review what's in it and talk about possible impact.

👉 *Senior leaders are still discussing a path forward for Q3 and Q4.*

This is what's still unclear.

Be honest about what you don't know (transparency builds trust). Acknowledge emotions.

👉 *Some of our priorities may need to shift quickly. I don't know which ones, or when.*

👉 *I know it's frustrating to have so little information about changes that could affect your work.*

This is what to expect.

Give direction, even if it's minimal.

👉 *For the moment, let's stay focused on meeting the deadlines we have.*

👉 *As soon as I have more information to share, I will bring it back to the team.*

 Lead through uncertainty

Try this framework when you don't have all the answers. **Then do what you say you will do.** Sharing more information as soon as you can is critical for maintaining trust with your team.