



WELCOME

STARBUCK MANAGER PATHWAY

Your Learner Welcome Pack

Everything you need to know before you start the Starbuck Manager Pathway

Starbuck Academy

12 weeks · 12 lessons · 4 live sessions · 3 group coaching sessions

Version 1.0, September 2026

academy.starbuckassociates.com



WELCOME

Welcome to the Starbuck Manager Pathway

Welcome to the Starbuck Manager Pathway. We are delighted that you are joining us, and we are looking forward to working with you over the next 12 weeks.

Most people become managers because they were good at their job. Then, often quite suddenly, the job changes. Instead of doing the work yourself, you are responsible for helping other people do their best work. You are expected to delegate, give feedback, handle difficult conversations, support wellbeing, treat people fairly and build a team that works well together, often while still carrying a busy workload of your own. That is a lot to ask of anyone, and very few people are taught how to do it.

The Pathway has been designed to help with exactly that. It is practical, grounded in real workplace situations and built around the conversations and decisions that new and developing managers face every week. You will learn through 12 short video lessons on the Starbuck Academy, one a week, put each lesson's tool to work with a real situation from your own team, practise in live sessions with other managers, and work on your own real challenges in small group coaching sessions with an ICF-credentialed Starbuck coach.

You do not need to have everything worked out. Many of the people who join the Pathway feel a mix of excitement and uncertainty about managing others, and that is completely normal. What matters is a willingness to try new approaches, to reflect honestly and to learn from other people. We will support you every step of the way.

With warm wishes from Paul Starbuck and the whole Starbuck & Associates team.

What you get

Twelve practical video lessons

One lesson a week, from Week 1 to Week 12, on the Starbuck Academy. Each lesson takes about 30 minutes and includes a video lesson, a learner guide, a worksheet for that lesson's tool and a five-question knowledge check, followed by a workplace task: you use the tool with a real situation from your work that week, and discuss what you learned with your line manager or a peer. The lessons are: 1 From Doing to Leading: Your First 90 Days as a Manager; 2 Setting Clear Expectations; 3 One-to-Ones That Matter; 4 Giving Feedback People Can Use; 5 Delegating Well; 6 Coaching Conversations for Managers; 7 Motivation and Engagement; 8 Handling Difficult Conversations; 9 Leading a Team Through Change; 10 Building Psychological Safety; 11 Wellbeing and Workload; and 12 Your Development Plan as a Leader.

Four live cohort sessions

These 90-minute virtual sessions bring together up to 18 managers to put the lessons into practice. They are: Launch (Week 1), Coaching lab (Week 6, after Lesson 6), Difficult conversations lab (Week 8, after Lesson 8) and Showcase (Week 12). They are interactive, supportive and focused on practice, not lectures.

Three group coaching sessions

These 60-minute sessions, in Weeks 4, 7 and 10, bring together up to six managers with an ICF-credentialed Starbuck coach. There is no content to learn: the time is yours, to think through real challenges from your own team with the support of peers.



Individual Leadership Diagnostic

A short self-assessment at entry (Week 1) and exit (Week 12) that helps you see your strengths, choose your focus areas and notice how you have developed.

Practical tools you can use straight away

One tool for every lesson: the Role Shift Map; Outcome, Standard, Deadline; the One-to-One Agenda; SBI (Situation, Behaviour, Impact); the Delegation Ladder; GROW (Goal, Reality, Options, Way forward); Autonomy, Mastery, Purpose; Prepare, Open, Listen, Agree; the Change Curve; the Team Climate 2x2; Recovery and Boundaries; and the 70-20-10 Plan. Each comes with a worksheet you can keep and reuse, along with sample phrases.

A certificate of completion

A Starbucks Academy certificate of completion, awarded when you complete all 12 lessons and pass each lesson's knowledge check. This is a professional development programme, not a regulated qualification. The Pathway is built to CPD standard, and each lesson carries 0.5 suggested CPD hours that you can record for your own records.

Your 12 weeks

When	What happens
Week 1	Lesson 1: From Doing to Leading: Your First 90 Days as a Manager (Role Shift Map). Launch session. Complete your entry diagnostic. First conversation with your line manager.
Week 2	Lesson 2: Setting Clear Expectations (Outcome, Standard, Deadline).
Week 3	Lesson 3: One-to-Ones That Matter (One-to-One Agenda).
Week 4	Lesson 4: Giving Feedback People Can Use (SBI). Group coaching session 1.
Week 5	Lesson 5: Delegating Well (Delegation Ladder).
Week 6	Lesson 6: Coaching Conversations for Managers (GROW). Coaching lab, after Lesson 6.
Week 7	Lesson 7: Motivation and Engagement (Autonomy, Mastery, Purpose). Group coaching session 2. Mid-point conversation with your line manager.
Week 8	Lesson 8: Handling Difficult Conversations (Prepare, Open, Listen, Agree). Difficult conversations lab, after Lesson 8.
Week 9	Lesson 9: Leading a Team Through Change (Change Curve).
Week 10	Lesson 10: Building Psychological Safety (Team Climate 2x2). Group coaching session 3.
Week 11	Lesson 11: Wellbeing and Workload (Recovery and Boundaries).
Week 12	Lesson 12: Your Development Plan as a Leader (70-20-10 Plan). Complete your exit diagnostic. Showcase session. Final conversation with your line manager. Certificates issued.



How to get the most from it

- ✓ Put the time in your diary now. The Pathway involves around 30 hours over 12 weeks, including the live sessions and group coaching, so plan for two to three hours a week and protect that time as you would an important meeting. A regular weekly slot for your lesson works well: each one takes about 30 minutes, plus time for the workplace task.
- ✓ Keep to one lesson a week, and complete each lesson before the live session that follows it. The sessions are designed to build on the lessons, so you will get much more from the Coaching lab if you have completed Lesson 6, and from the Difficult conversations lab if you have completed Lesson 8.
- ✓ Use real situations. Whenever an activity asks for an example, choose something current from your own team. The closer the learning is to your real work, the more useful it will be.
- ✓ Try things out between sessions. Each lesson ends with a workplace task, and each session ends with a small commitment. Keep it specific and have a go, even if it feels awkward the first time, then talk through what you learned with your line manager or a peer.
- ✓ Keep your worksheets. They build into a practical toolkit you can return to long after the programme ends.
- ✓ Be generous with other learners. Some of the most useful learning comes from hearing how other managers handle similar challenges, and from helping them think through theirs.
- ✓ Be kind to yourself. Nobody gets every conversation right. The managers who grow fastest are the ones who reflect honestly on what did not go well and try again.

Live sessions

- The live cohort sessions and group coaching sessions take place online. You will receive a joining link and the dates for every session from your organisation's programme lead or through the Starbuck Academy. Please add all the dates to your diary as soon as you receive them.
- Join from a quiet space where you can speak freely, using a laptop or computer rather than a phone if possible. Headphones with a microphone help. Please join a few minutes early for your first session to check your sound and camera.
- We invite you to have your camera on, especially during practice activities and group coaching, because it makes the conversations much richer. We understand there may be times when that is not possible, and you will never be put on the spot about it.
- The sessions are interactive. You will work in pairs, trios and small groups, practise real conversations and give and receive feedback. You can always choose how much you share, and it is fine to pass.
- At the Launch session, your cohort will agree how it will treat what is shared. The core principle is simple: what people say about themselves, their teams and their organisation stays in the group, and what you learn you can take anywhere. When talking about real situations, we ask you to use a role or an initial rather than a person's name.
- If you have any access needs or would like any adjustments to help you take part fully, please let your programme lead know before the Launch session so that we can put them in place.



Your leadership diagnostic

- The Individual Leadership Diagnostic is a short online self-assessment that takes around 15 to 20 minutes. It asks how often you do a range of practical leadership behaviours linked to the topics of the 12 lessons.
- You will complete it twice: at entry, in Week 1, and at exit, in Week 12, before the Showcase. You will find it on the Starbucks Academy.
- It is a mirror, not a test. There are no right or wrong answers and no pass mark. It is most useful when you answer honestly, based on what you actually do rather than what you would like to do. It is quite normal for some scores to go down at the end, because you will have a clearer picture of what good looks like.
- Your individual results are yours. You choose whether to share your report with anyone, including your line manager. Your employer sees only combined group results, and only for groups of five or more learners who have completed both diagnostics. If fewer than five people complete both, group results are not reported.
- We suggest you use your entry results to choose one or two areas to focus on during the programme, and bring those into your conversations with your own manager and into your group coaching sessions.

Your certificate

Certificate of completion

You will receive a Starbucks Academy certificate of completion when you have completed all 12 lessons and passed each lesson's knowledge check. This is a professional development programme, not a regulated qualification. Attendance at the live cohort sessions and group coaching is recorded and strongly encouraged, because that is where you practise, but it is not part of the certificate rule. The Pathway is built to CPD standard, and you are welcome to record suggested CPD hours (0.5 per lesson) for your own professional development records. If you are worried about keeping up, for example because of a busy period at work, speak to your programme lead as early as possible.

Involving your own manager

- Your own line manager, or another senior sponsor, can make a big difference to what you get from the Pathway. Learners who involve their own manager tend to apply more of what they learn and keep going with it after the programme. Each lesson's workplace task invites you to discuss what you learned with your line manager or a peer, and we also suggest three slightly longer conversations of around 20 to 30 minutes each.
- At the start (Week 1): share what the Pathway involves and agree the time you will need. Talk about what you would most like to develop, and what they would most like to see from you as a manager. You may choose to share your entry diagnostic focus areas and the Role Shift Map from Lesson 1.



- In the middle (around Week 7): share what you have tried so far and what you have learned. Ask for their observations and for any support you need, for example the chance to lead a meeting, take on a delegated project or observe them handling a difficult conversation.
- At the end (Week 12): talk about what has changed, share the change you presented at the Showcase and agree your next steps. The 70-20-10 Plan you build in Lesson 12 is a good basis for this conversation.
- If your own manager is not available or you would find these conversations difficult, speak to your programme lead about who else could act as a sponsor for you.

Getting help

- For help with logging in, accessing lessons and knowledge checks or using the Starbucks Academy, visit the Academy help pages at academy.starbucksassociates.com.
- For questions about session dates, attendance, time to take part or anything specific to your organisation, contact your organisation's programme lead.
- Your Starbucks facilitator and your group coach are happy to answer questions about the content of the programme during and after the live sessions.
- If anything in the programme raises personal concerns about your wellbeing, please look after yourself and use the support available to you, such as your organisation's Employee Assistance Programme or occupational health service if it has one, your GP, NHS 111 or Samaritans on 116 123. In an emergency, call 999.
- This material provides general learning and development content. It is not legal, financial, medical or professional advice.

Getting started checklist

- ☐ Log in to the Starbucks Academy and check that the Manager Pathway appears on your dashboard.
- ☐ Add all live cohort session and group coaching dates to your diary.
- ☐ Block two to three hours a week in your diary, including a regular slot for your weekly lesson and workplace task.
- ☐ Test your camera, microphone and the video platform before the Launch session.
- ☐ Let your programme lead know about any access needs or adjustments.
- ☐ Think about the best manager you have ever had and one thing they did that made a difference to you, ready for the Launch session.
- ☐ Complete your entry Leadership Diagnostic in Week 1.
- ☐ Book your first conversation with your line manager or sponsor.
- ☐ Start Lesson 1: From Doing to Leading: Your First 90 Days as a Manager.



This material provides general learning and development content. It is not legal, financial, medical or professional advice. For advice on your own situation, speak to a qualified professional. © 2026 Starbuck & Associates Limited. All rights reserved.