



FREE TASTER

Free taster

Starbuck Manager Pathway

A practical first step from the programme: moving from
doing the work to leading the people who do it

About 25 minutes to read and try. Best used alongside the free first video lesson, From
Doing to Leading: your first 90 days.

Name

Date

STARBUCK & ASSOCIATES

COACHING & LEADERSHIP DEVELOPMENT

WHAT THIS IS

For new and newly promoted managers

The Starbuck Manager Pathway is a 12-week programme for people stepping into management. It covers the everyday skills of leading a team, from setting expectations and running one-to-ones to feedback, delegation and difficult conversations.

It helps when you are still doing your old job as well as your new one, when conversations with your team feel awkward, or when you are not sure what a good manager actually does each week.

How it works

One lesson a week of about 30 minutes, with a learner guide and worksheet for each lesson. Knowledge checks help the ideas stick, and you receive a certificate of completion. The programme includes three one-hour coaching sessions across your first 90 days.

What is inside

WEEK	WHAT YOU GET
01 From Doing to Leading	Your first 90 days and the Role Shift Map.
02 Setting Clear Expectations	Outcome, standard and deadline.
03 One-to-Ones That Matter	A structure people look forward to.
04 Giving Feedback People Can Use	The SBI model: situation, behaviour, impact.
05 and 06 Delegating and coaching	Handing work over well, and coaching conversations.
07 and 08 Motivation and hard talks	Engagement, and handling difficult conversations.
09 and 10 Change and safety	Leading through change, building psychological safety.
11 and 12 Workload and growth	Wellbeing and workload, and your development plan.
Coaching	Three one-hour sessions across your first 90 days.

HOW TO USE THIS TASTER

Watch the free first lesson, then build your own Role Shift Map on page 3. Page 4 shows where the full programme goes next.

From doing to leading

Most new managers were promoted because they were good at the work. The hard part is that the job has now changed. Your success is measured less by what you do yourself and more by what your team achieves.

Your first 90 days matter because habits form quickly, both yours and your team's. The Role Shift Map helps you decide, on purpose, what you will stop doing, what you will keep doing and what you need to start.

The Role Shift Map

	STOP DOING	KEEP DOING	START DOING
The work	Taking on the tricky jobs yourself	Using your expertise to guide quality	Handing work over with clear expectations
Your time	Filling every gap in the rota or inbox	Being available when it matters	Blocking time for one-to-ones and planning
Relationships	Being one of the team in every conversation	Being approachable and fair	Holding honest conversations about performance
Success	Judging your day by your own output	Caring about standards	Judging your week by what the team achieved

EXAMPLE

Jordan has just been promoted to lead the customer service team she worked in. In her first month she still takes the hardest calls herself, because it is quicker. By Friday she has no time for one-to-ones and the team keep passing difficult calls to her.

Her first Role Shift Map has one item under stop: taking escalated calls by default. Under start: a short weekly huddle to talk through the week's hardest calls together.

YOUR TURN

Your Role Shift Map

Be specific. Stop doing things are usually the hardest, because they are often the parts of the old job you enjoyed or were best at.

Exercise 1: Build your map

	STOP DOING	KEEP DOING	START DOING
The work			
Your time			
Relationships			
Success			

Exercise 2: How far have you shifted?

RIGHT NOW, I SPEND MOST OF MY TIME	DOING THE WORK	MOSTLY DOING	MOSTLY LEADING	LEADING
Tick one	☐	☐	☐	☐

Exercise 3: Your first 90 days

Which one item on my stop list will make the biggest difference, and what will I do instead?

Who needs to know about the changes I am making, and when will I tell them?

Where the full pathway takes you

The first lesson helps you make the shift from doing to leading. The rest of the pathway gives you the core conversations and habits of a good manager, one week at a time, with coaching to help you apply them.

1

Weeks 1 to 3: foundations.

The Role Shift Map, clear expectations and one-to-ones that matter.

2

Weeks 4 to 6: growing your people.

Feedback people can use, delegating well and coaching conversations.

3

Weeks 7 to 9: the harder parts.

Motivation and engagement, difficult conversations and leading a team through change.

4

Weeks 10 to 12: sustaining the team and yourself.

Psychological safety, wellbeing and workload, and your development plan as a leader.

5

Coaching throughout.

Three one-hour coaching sessions across your first 90 days, to work on the real situations in your own team.

Who gets most from it

- People in their first management role, or about to start one
- Managers promoted from within the team they now lead
- Organisations that want new managers to share a common approach

HOW PEOPLE USE IT

The pathway is designed around a real first 90 days. Each week you watch the lesson, use the worksheet on something happening in your team, and bring what you learn to your coaching sessions.

Organisations can enrol new managers as they are appointed, so everyone starts with the same foundations.

What I am going to do

Two or three small changes that you actually make will do more than a long list you never start.

My three actions

WHAT I WILL DO	WHEN	WHO I WILL TELL

Coming back to this

Put a date in your diary about a month from now and answer these three questions.

What has changed since I did this taster?

What did I not get to, and what got in the way?

What am I carrying forward?

READY FOR THE FULL PROGRAMME?

Starbuck Manager Pathway

Twelve weekly lessons of about 30 minutes, each with a learner guide and worksheet, plus three one-hour coaching sessions across your first 90 days.

£1,195 per person, one-off, inc. VAT

Enrol at academy.starbuckassociates.com/courses/starbuck-manager-pathway

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