It's a hard truth: people leave jobs because of bad managers.

The research on precise percentages varies, but the findings are consistent and significant.[1,2,3]

Maybe you've experienced it yourself: the feelings of being micromanaged, surprised by bad performance reviews, and/or unsupported in career growth push brilliant people out the door.

But now — congratulations — you're a manager. And, as some heavily trademarked characters say, this power comes with great responsibility! You took on this new role because you're great at the work and now you're ready for the added challenge and satisfaction of accountability for your team members' success. It's a new set of skills, and it's important to get it right.

You want to be a good manager, someone that team members trust and appreciate. The kind of manager people stay for. We're here to help.

Welcome to *Invested: The Foundations of Great Managers*

As a manager, especially a new manager, your skills have a compounding impact on the org around you. Together, we'll build what you need to be a great people leader at COMPANY from the ground up. **Here's how:**

Over the next six weeks, we'll gather bi-weekly for live learning sessions on three primary manager skills:

01	02	03
Coaching for Impact	**Building a Feedback Culture**	**Intentional Development & Leading High Performance**

In the off-weeks, you'll meet in pairs to work through challenges and build communities of practice in your departments.

This is live because it is scientifically-validated as the most effective, impactful, and enjoyable approach to this kind of learning.[4] But along the way you'll also have access to aynchronous resources for quick reference and just-in-time support. Groups are small so you can share your thoughts and learn from others. And the commitment is carefully time-bound because manager training isn't your job, being a good manager is.

GOALS FOR THIS PROGRAM:

- You have a great time in the live learning and leave equipped with skills that will be immediately useful and impactful.
- You have connection points with other managers and resources that support your confidence and skill development.
- You use the skills with your team members, your relationships grow stronger, the work output improves, the org operates at its peak, our clients feel the results, and we make the world just a bit better.

Invites are coming, stay tuned!

[1] Nolan, T. (2025, November 22). The No. 1 employee benefit that no one's talking about. Gallup. https://www.gallup.com/workplace/232955/no-employee-benefit-no-one-talking.aspx
[2] BambooHR. (2025, October 16). The boss effect: 90% of employees don't quit jobs—they quit bad bosses. https://www.bamboohr.com/resources/data-at-work/data-stories/the-boss-effect
[3] The Adecco Group. (2021, September 10). Most managers aren't living up to employee expectations. https://www.adeccogroup.com/our-thinking/articles-and-editorials/most-managers-are-not-living-up-to-employee-expectations
[4] Gegenfurtner, A., Alijagic, A., Gabel, S., & Keskin, Ö. (2026). Synchronous online learning supports cognitive and affective outcomes more than traditional face-to-face and asynchronous online education: A meta-analysis of webinars. Learning and Individual Differences, 126, 102862.

Anchored by live facilitated learning sessions

LOGISTICS: bi-weekly, 90-120 minutes, group size 15-20

DESIGN: Based on Kolb's Experiential Learning Cycle:[5]

Observation: Guided conversation on individual experience	**Conceptualization:** Research- backed skills, tools, and frameworks	**Experimentation:** Practice activities to build ability and shift behavior	**Experience:** Bringing skills out into the world

PHASE 1: THE FOUNDATIONS

SKILL SESSION	WHY?	WHAT YOU'LL LEARN
Coaching for Impact	When managers are trained to coach well, their direct reports' performance, role clarity, and organization commitment all improve.[6] This is the single most impactful skill you can build as a leader of people.	▪ The key mindset of a confident, compassionate, effective coach. ▪ Structured coaching model, question design, and skills for navigating complex scenarios.
Building a Feedback Culture	Creating a team environment where high-quality feedback is constantly and easily flowing builds trust, transparency, and impact – what our culture is built on.	▪ The skills to give actionable feedback that will be well received by your team and to model accepting feedback gracefully as a team leader. ▪ Rituals for building an open feedback exchange.
Intentional Development & Leading High Performance	This is where the rubber meets the road. Being a successful manager means shepherding your team members to high performance and growth.	▪ Structures for identifying performance gaps and skills for intervening effectively. ▪ A rhythm of tools you can use to guide development of performance strengths and new areas of interest.

Supported by off-week activities & ongoing resources

PEER COACHING (1 HR)
Pairs switch between coaching and being coached, creating stronger skills, empathy for coachee experience, space to work through challenges, and closer collegial relationships.

COMMUNITY OF PRACTICE (45 MIN)
Participants meet by department for a loosely guided conversation on the unique management challenges and opportunities their team is facing.

OFFICE HOURS
Weekly 2-hr block to connect directly with Sr. Employee Success Manager for targeted support as-needed.

ASYNC
- Quick Reference Guide with slides and videos available on internal drive.
- Special Slack channel for program participants.

SEQUENCE

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6
Coaching for Impact	**Peer Coaching**	**Building a Feedback Culture**	**Community of Practice Meeting**	**Intentional Development & Leading High Performance**	**Peer Coaching**

WEEKLY: Manager Success Office Hours

ASYNC: Quick Reference Guide & Slack Channel

Assessment rooted in the Kirkpatrick Model[7]

Managed through survey Slackbot, aiming toward the following evaluation points (exact question design TBD):

Level 1: Reaction
- **Post Session:** Was this worth your time?

Level 2: Learning
- **Post Session:** What did you learn?

Level 3: Behavior
- **Post Session:** How do you plan to apply what you learned?
- **30 Days Post Program:** How have you used the skills?
- **30 Days Post Program to direct reports (anonymously):** Have you noticed your manager using these skills? What's the impact?
- **6 Months Post Program to direct reports (anonymously):** Is your manager still using these skills? What's the impact?

Level 4: Org-Level Results
Benchmark at Launch, then assess 3 months, 6 months, and 1 year post program: team performance, team member retention, team member promotion, employee survey items, other relevant data

[5] Kolb, D. A. (1984). *Experiential learning: Experience as the source of learning and development*. Prentice-Hall.
[6] Kim, S. (2014). Assessing the influence of managerial coaching on employee outcomes. Human Resource Development Quarterly, 25(1), 59-85.
[7] Kirkpatrick, D. L. (1998). *Evaluating Training Programs: The Four Levels*. Berrett-Koehler.

Picking the Right Kind of Coaching Question

As a manager, you're foremost a coach. And as a coach, one of the tightropes you walk is the balance between focusing on problems (**why** is it like this) and focusing on solutions (**how** to address them).[8]

So, how do you know which way to lean?

Coaching psychologists Anthony M. Grant and Sean A. O'Connor were interested in the relative effectiveness of problem-focused and solution-focused coaching questions. In research published in *Industrial & Commercial Training* in 2010, they tested this by conducting different coaching sessions centered on each type of question and evaluating participants pre/post across a number of measures: positive and negative affect, sense of self efficacy, understanding of the problem, and feeling of closeness to solving the problem.[9]

THE FINDINGS

COACHING ALWAYS HELPS

Coaching, in general, has a strong impact for the coachee. Regardless of approach, coaching significantly decreases negative affect and significantly increases self efficacy.

A SOLUTION-FOCUSED APPROACH DOES MORE

The results of the solution-focused approach went deeper. **Solution-focused questions also increased:** positive affect, the sense of understanding the problem, and the feeling of closeness to solving the problem.

WHAT CAN YOU DO ABOUT IT?

Sometimes it is important to help your team member understand the root cause of an issue.

It is still okay to lean problem-focused and ask "**Why**" questions that unravel the challenge:

"Why"

- Why is it this way?
- Why did it start?
- Why didn't that work?

However, when you're stuck, or when a stronger sense of ownership, opportunity, and efficacy is needed, **now you know to lean solution-focused**.

Most of the time open-ended "**How**" questions that drive forward momentum are going to be your best tool for meaningful outcomes:

"How"

How might you get started?

How will you handle obstacles?

How will you know you succeeded?

Bonus: It doesn't have to be "how" verbatim.

"**What**" questions also work for opening the door to solutions.

"What"

- What would be the first step you could take?
- What would happen if this solution worked out?
- What would be the best way to ask for help?

[8] Whitmore, J. (1992). Coaching for performance: A practical guide to growing your own skills. Nicholas Brealey.

[9] Grant, A. M., & O'Connor, S. A. (2010). The differential effects of solution-focused and problem-focused coaching questions: A pilot study with implications for practice. *Industrial and Commercial Training*, 42(2), 102–111.