Elevate
CORPORATE TRAINING

The Emerging Leaders Toolkit

LEAD WITH CLARITY.
BUILD TRUST.
GROW OTHERS.



PRACTICAL TOOLS FOR
HIGH-PERFORMING LEADERS

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The Emerging Leader Toolkit

Practical tools for becoming a more confident and effective leader

Moving into leadership can be exciting - but it can also feel like a big shift.

Suddenly, success is no longer just about doing your own job well. You're expected to communicate clearly, give feedback, delegate, manage different personalities, handle difficult conversations and help other people perform at their best.

And most emerging leaders are expected to figure a lot of this out as they go.

This toolkit gives you a practical starting point.

Inside, you'll find simple frameworks, prompts and templates you can use to:

- Run better 1:1 conversations
- Give feedback with more confidence
- Delegate without micromanaging
- Handle difficult conversations
- Set clearer expectations
- Build trust with your team
- Create a strong first 90 days as a leader

You don't need to use everything at once.

Choose one or two tools that relate to a challenge you're facing right now and start there.

01 The Shift From Doing to Leading

One of the biggest challenges for new leaders is letting go of the idea that being the best performer means doing everything yourself.

Your role has changed.

As an individual contributor, your focus may have been:

"How do I do this well?"

As a leader, the question becomes:

"How do I help the team do this well?"

That means gradually shifting your attention across four areas:

Direction

Does your team know what matters most?

Clarity

Do people understand what good performance actually looks like?

Support

Do people have the tools, information and confidence they need?

Accountability

Are expectations followed up consistently?

QUICK LEADERSHIP CHECK

Ask yourself:

- Does my team know our top three priorities?
- Do people know what I expect from them?
- Am I stepping in too quickly instead of letting people solve problems?
- Do I regularly give useful feedback?
- Do I address issues early, or let them build?
- Does my team feel comfortable asking me questions?
- Am I spending enough time developing people rather than simply completing tasks?

Pick **one area** you want to improve over the next month.

MY FOCUS

02 The Weekly 1:1 Framework

A good 1:1 should not simply be a status update.

It should help you understand what is happening, identify problems early and support the development of the person you are leading.

Try this simple structure.

1 Check in

Start with the person, not the task list.

Ask:

- How are things going?
- What has been going well?
- What has felt difficult?
- Is there anything taking up more of your attention than it should?

2 Look at priorities

Ask:

- What are your biggest priorities right now?
- Where are you making good progress?
- What feels stuck?
- What could get in the way?

3 Coach

Rather than immediately solving the problem, ask:

- What do you think is causing this?
- What options have you considered?
- What would you do if I wasn't here to answer?
- What support would be most useful from me?

4 Develop

Ask:

- What are you learning at the moment?
- Is there an area you'd like more exposure to?
- What would you like to become more confident in?
- Is there something I could give you more responsibility for?

5 Agree on actions

Finish with clarity.

THEIR ACTIONS

MY ACTIONS

WHAT WE WILL FOLLOW UP NEXT TIME

03 Giving Feedback Without Making It Awkward

Feedback is easier when it is:

Specific + Timely + Useful

Avoid vague feedback such as:

“You need to communicate better.”

Instead, describe what happened and what needs to change.

TRY THE SBI FRAMEWORK

Situation

Describe when or where something happened.

> *“In yesterday's client meeting...”*

Behaviour

Describe what you observed without making it personal.

> *“...you interrupted the client several times while they were explaining the problem.”*

Impact

Explain why it mattered.

> *“...which made it harder for us to fully understand what they needed.”*

Then move into the future.

> *“Next time, I'd like you to let them finish, summarise what you've heard and then respond.”*

FEEDBACK PLANNER

Situation:

What specifically happened?

Behaviour:

What did I observe?

Impact:

What effect did it have?

Next step:

What would better look like next time?

REMEMBER

Feedback can also reinforce good performance.

Don't just say:

“Great work.”

Say:

> *“The way you clarified the client's expectations before suggesting a solution worked really well. It made the conversation much more focused.”*

Specific positive feedback teaches people what to repeat.

04 The Delegation Checklist

Delegation is not simply handing someone a task.

Good delegation gives someone enough clarity and ownership to succeed.

Before delegating, make sure you can answer these six questions.

1 What is the outcome?

What needs to be achieved?

2 Why does it matter?

How does this connect to the wider goal?

3 What does good look like?

What standards, expectations or examples can you provide?

4 What freedom do they have?

What can they decide themselves?

What needs your approval?

5 When will you check in?

Avoid both extremes:

- Giving the task and disappearing
- Checking every five minutes

Agree on checkpoints instead.

6 What support is available?

What information, tools or people could help them?

DELEGATION TEMPLATE

TASK OR RESPONSIBILITY

DESIRED OUTCOME

WHY THIS MATTERS

DEADLINE

WHAT GOOD LOOKS LIKE

DECISIONS THEY CAN MAKE INDEPENDENTLY

WHEN WE WILL CHECK IN

SUPPORT AVAILABLE

ONE USEFUL QUESTION

After delegating, ask:

“Can you talk me through how you're thinking about approaching it?”

This gives you a much better idea of whether the person genuinely understands the task.

05 How to Avoid Micromanaging

Micromanagement often comes from good intentions.

You care about the result, so you want to stay close to the work.

But if you stay too close, people can become dependent on you.

Before stepping in, ask yourself:

Is there a genuine risk?

Or is the person simply doing it differently from how I would?

Have I made my expectations clear?

Sometimes what looks like poor execution is really poor instruction.

Have I given them enough time?

Learning often involves making small mistakes.

Could I ask a question instead of giving the answer?

Try:

- What do you think the next step should be?
- What options do you have?
- What are you leaning towards?
- What information do you still need?
- What would you recommend?

The goal is not to remove support.

The goal is to build capability.

06 Handling Difficult Conversations

Avoiding a difficult conversation rarely makes the issue disappear.

Usually, it makes the eventual conversation harder.

Use this structure to prepare.

Step 1: State the issue clearly

Stick to observable facts.

> *"I wanted to talk about the last three weekly reports, which have all been submitted after the agreed deadline."*

Step 2: Explain the impact

> *"It means the rest of the team has less time to prepare before our client meeting."*

Step 3: Ask for their perspective

> *"Can you talk me through what has been happening?"*

Listen before jumping to conclusions.

There may be information you do not have.

Step 4: Agree on expectations

> *"Going forward, I need the report submitted by 3pm each Thursday."*

Step 5: Agree on support and follow-up

> *"Is there anything preventing you from meeting that?"*

Then confirm what happens next.

DIFFICULT CONVERSATION PREPARATION SHEET

WHAT HAS HAPPENED?

WHAT EVIDENCE OR EXAMPLES DO I HAVE?

WHAT IMPACT IS IT HAVING?

WHAT DO I NEED TO UNDERSTAND FROM THEM?

WHAT NEEDS TO CHANGE?

WHAT SUPPORT COULD I PROVIDE?

WHEN WILL WE REVIEW PROGRESS?

07 Setting Clear Expectations

A surprising number of performance problems begin with unclear expectations.

Before assuming someone “should know”, check whether you have clearly communicated:

What

What needs to happen?

Why

Why is it important?

When

When does it need to happen?

Standard

What does good performance look like?

Ownership

Who is responsible?

Follow-up

When will you review progress?

Try replacing:

> *“Can you get onto this fairly soon?”*

with:

> *“Can you send me the first draft by 2pm Thursday? It should include the three recommendations we discussed, and we'll review it together that afternoon.”*

Clarity reduces friction.

08 Building Trust as a New Leader

Trust is rarely created through one big leadership moment.

It is usually built through small behaviours repeated consistently.

SEVEN TRUST-BUILDING BEHAVIOURS

01 Do what you say you will do

Reliability matters.

02 Explain your decisions

People do not need to agree with every decision, but context helps.

03 Admit when you don't know

Leadership does not require having every answer.

04 Give credit

Recognise the contribution of others.

05 Be consistent

Avoid changing expectations depending on your mood.

06 Address issues fairly

Do not let some people get away with things others cannot.

07 Ask for feedback yourself

Try:

> *"What is one thing I could do differently that would make it easier for you to do your job?"*

It is a powerful leadership question.

09 Coaching Instead of Fixing

New leaders often become the team's problem solver.

Someone brings you a problem.

You give them the answer.

It feels efficient.

But over time, you can accidentally teach people to bring every problem to you.

Use this coaching sequence instead.

GROW

Goal

What are you trying to achieve?

Reality

What is happening right now?

Options

What could you do?

Way Forward

What will you do next?

You do not have to use the framework formally.

A conversation may sound like this:

> **What are you trying to achieve?**
>
> **What do you think is getting in the way?**
>
> **What options do you have?**
>
> **Which option makes the most sense?**
>
> **What are you going to do next?**

A five-minute coaching conversation can often be more valuable than a two-minute answer.

10 Your First 90 Days as a Leader

You do not need to transform everything immediately.

A better first objective is to understand the team, build trust and create clarity.

Days 1–30: Listen

Focus on understanding.

Meet with your team and ask:

- What is working well?
- What gets in the way?
- What should we keep doing?
- What should we change?
- What do you need from your manager?
- What is something I should understand about how this team works?

Avoid changing things simply to prove you are taking action.

Days 31–60: Clarify

Start creating clearer expectations.

Focus on:

- Team priorities
- Roles and responsibilities
- Communication
- Standards
- Meeting rhythms
- Decision-making
- Development needs

Days 61–90: Improve

Choose a small number of meaningful improvements.

Ask:

- What is one process we could make easier?
- Where do people need more support?
- What behaviour would improve team performance?
- What should we stop doing?
- What capability does the team need to build?

MY 90-DAY LEADERSHIP PLAN

ONE THING I WANT TO UNDERSTAND BETTER

ONE RELATIONSHIP I WANT TO STRENGTHEN

ONE EXPECTATION I NEED TO CLARIFY

ONE PERSON I WANT TO DEVELOP

ONE TEAM IMPROVEMENT I WANT TO MAKE

11 Five Questions Strong Leaders Ask Regularly

You do not need to have all the answers.

Often, leadership is about asking better questions.

Keep these five nearby.

1 What are we trying to achieve?

Creates direction.

2 What is getting in the way?

Identifies barriers.

3 What do you think we should do?

Builds ownership.

4 What support do you need from me?

Clarifies your role.

5 What have we learned?

Turns experience into development.

Your Emerging Leader Action Plan

Leadership improves through practice.

Choose three actions you will take over the next 30 days.

Action 1

WHAT I WILL DO

WHEN I WILL DO IT

Action 2

WHAT I WILL DO

WHEN I WILL DO IT

Action 3

WHAT I WILL DO

WHEN I WILL DO IT

One leadership habit I want to build:

One leadership habit I want to reduce:

One conversation I need to have:

Leadership Doesn't Require Having All the Answers

Strong leadership is not about being the loudest person in the room, knowing everything or doing everyone's work for them.

It is about helping people understand where they are going, giving them the confidence and support to get there, and creating an environment where people can perform at their best.

You will make mistakes.

You will have conversations that do not go perfectly.

You will occasionally step in too much - or not enough.

That is part of becoming a leader.

The important part is continuing to learn, reflect and improve.

Want to Build Stronger Leaders Across Your Organisation?

Elevate Corporate Training delivers practical, interactive leadership development programs for emerging leaders, experienced managers and executive teams.

Our workshops can be tailored to the challenges, people and objectives within your organisation, with a strong focus on practical application rather than leadership theory alone.

Whether you're developing your next generation of leaders or strengthening capability across an existing leadership team, we can design a program around what your people actually need.

Get a tailored training proposal

Tell us a little about your team and what you're looking to achieve, and we'll recommend an approach tailored to your organisation.

Elevate Corporate Training

Practical training. Better conversations. Stronger performance.