

CAREER POWER-UP SERIES

# FUTURE-READY MANAGERS

---

*You as a Manager:  
Understanding Your Management Style  
and Expanding Your Influence*

13.05.2026



BEFORE WE BEGIN

# Today's facilitators



**Katarina Posa**

Head of Career Development  
and Transition, IOM



**Jesús Guerrero**

Chief of Management and  
Communication Unit, UNOG

# Zoom – Housekeeping Rules



**You are muted by default**

The chat function is disabled.



**Questions?**

Please submit them through  
the Zoom Q&A button.



**This session will be recorded**

The recording and  
presentation will be available  
on:  
[Future Ready Managers Series](#)

# Today's Session Agenda

**1. Introduction to the Future-Ready Managers: Career Power-Up Series**

**2. Why your management style matters**

**3. Management style matrix**

**4. Reflection exercise**

**5. Q&A**



**Why this new learning initiative?**

# FUTURE-READY MANAGERS

## What is it?

- 60-minute practical sessions
- Practical concepts and actionable techniques
- Team Lead Toolbox

## Who is it for?

- Current managers and supervisors
- Team leaders and project managers
- Colleagues preparing for future management roles

## What is it covered?

- Know yourself
- Connect and communicate
- Grow your people
- Think and act strategically
- Build high-performing teams
- Upskill for the future

# THE FUTURE-READY MANAGER

## What is the Series?

The **Future-Ready Manager Series: Career Power-Up Hour** is a practical career development initiative designed to help managers and supervisors strengthen their leadership capabilities through concise, one-hour sessions.

Each session focuses on one key management concept and translates insights from leading management frameworks and thought leaders into practical tools managers can immediately apply with their teams.

## Target Audience

The series is designed for:

- Current managers and supervisors
- Team leaders and project managers
- Colleagues preparing for future management roles



# THE FUTURE-READY MANAGER

Each session in the **Career Power-Up Series** is designed to be practical, memorable, and immediately applicable - one tool at a time.

01

---

## **Introduce the Tool**

Each session opens by connecting a gardening tool to a core management capability.

03

---

## **Practice & Apply**

Hands-on exercises and reflection activities bring the learning to life.

02

---

## **Explore the Capability**

Managers dive deep into skills, frameworks, and real-world scenarios.

04

---

## **Take It Back**

Participants leave with concrete actions to implement immediately with their teams.



## Six Tools in Every Manager's Basket

The foundation of the **Future-Ready Managers: Career Power-Up Series** - a framework that equips managers with the essential capabilities to lead, grow, and thrive in an evolving workplace.

# The Framework at a Glance

Each session in the series introduces one tool from the manager's basket - connecting a practical capability to a memorable metaphor that sticks.



Trowel

Self-awareness



Rake

Growing your team



Pruning Shears

High-performing teams



Watering Can

Communication & networking



Planning Map

Strategic thinking



Weather Station

Future skills & upskilling

## TOOL 1

# Trowel - Self-Awareness

Just as a trowel breaks the surface to reveal what lies beneath, **self-awareness** is the foundational act of leadership.

Managers who know their strengths, blind spots, and values are better equipped to lead authentically and earn trust.



# Watering Can

## Communication and Networking

**Healthy relationships do not grow on their own - they need consistent nourishment.**

The **Watering Can** represents the daily practice of:

- Clear and intentional communication
- Active listening and meaningful conversations
- Relationship-building across teams and stakeholder
- Maintaining networks inside and outside the organisation



### TOOL 3

## Rake - Growing your team

A rake clears the ground and creates the conditions for growth.

Great managers do the same - they remove obstacles, create structure, and cultivate an environment where every team member can flourish and reach their potential.



# Planning Map - Strategic Thinking

## Seeing the Bigger Picture

The **Planning Map** reminds us that great managers don't just manage today - they navigate toward tomorrow. Strategic thinking means connecting daily decisions to long-term goals and anticipating what is around the corner.

- Aligning team goals to organizational priorities
- Making decisions with a long-term lens
- Translating vision into actionable plans



## TOOL 5

# Pruning Shears High-performing teams

Pruning is not about cutting away – it is about focusing energy where it matters most. This tool represents the manager's role in **shaping team dynamics**: setting clear expectations, addressing underperformance, and creating the conditions for excellence.



# Weather Station

## Future skills & upskilling

### Reading the Climate of Change

A weather station does not control the weather - it helps you prepare for it. Forward-thinking managers continuously **scan the horizon** for emerging skills, trends, and technologies, then invest in their team's growth to stay ahead.

- Identifying future skills gaps early
- Building a culture of continuous learning
- Championing development at every level





# Your Management Style

# Why Your Management Style Matters

*A manager's style is shaped by:*

- **personal preferences**
- **previous experiences**
- **organisational culture**
- **confidence in managing people**



# Two Key Dimensions of Management

*The most effective managers balance 2 core dimensions:*

## Focus on Results

Ensuring that work is completed, goals are met, and responsibilities are clear.

## Focus on People

Supporting, motivating, and developing team members.

When managers understand where they naturally operate along these two dimensions, they can begin to **adjust their behavior intentionally and expand their leadership effectiveness**

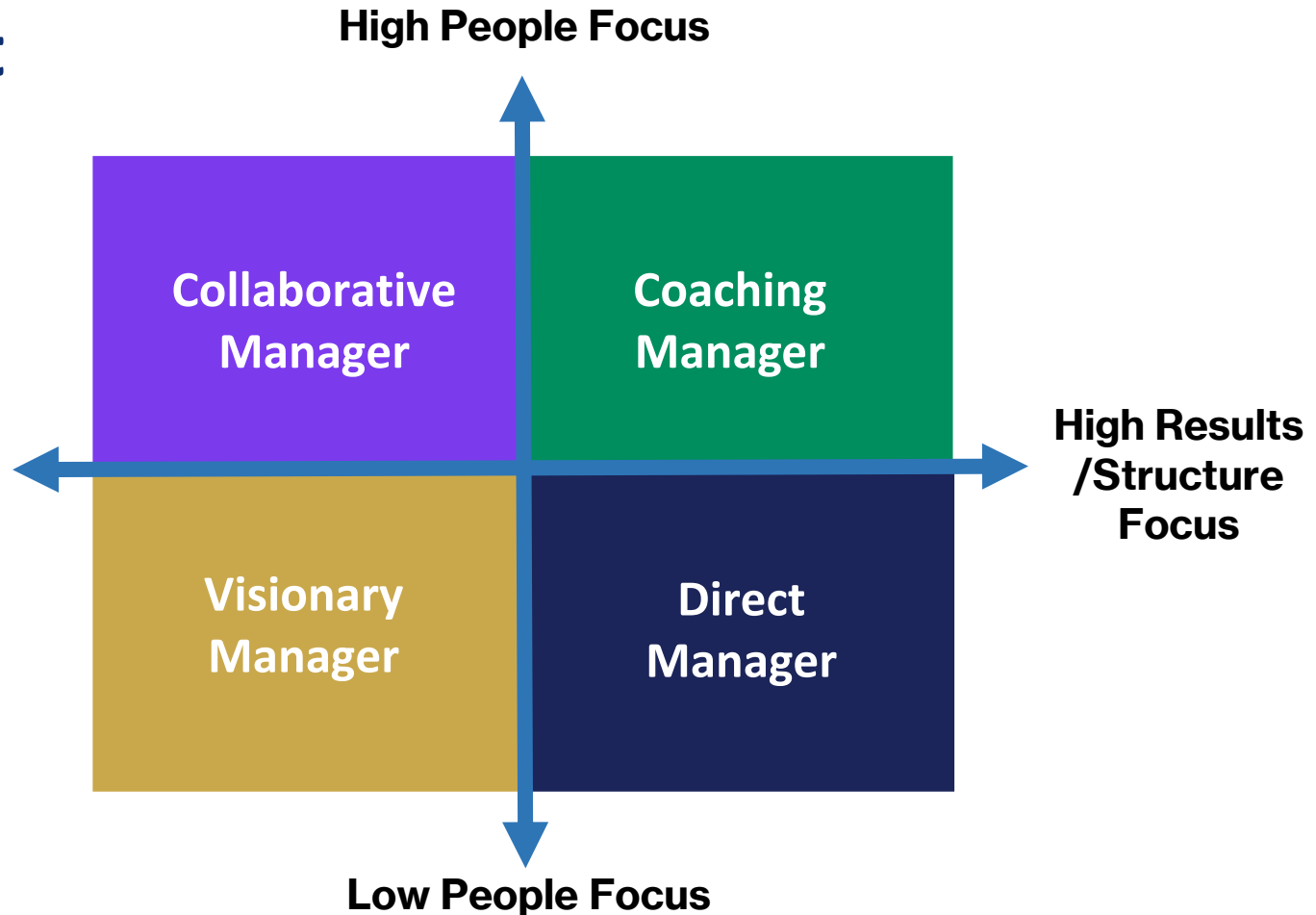


## Four Styles, One Framework

A visual framework for understanding how managers communicate, motivate, and drive results - across every team and context.

# Management Style Framework

Low Results /Structure Focus



High Results /Structure Focus

# The Collaborative Manager



## Collaborative Manager

- Balances results with team participation
- Encourages discussion and shared ownership

## Best used when:

- Developing staff
- Supporting growth and confidence

# The Collaborative Manager



**Team-oriented. Inclusive, consensus-driven, and relationship-focused.**

Collaborative managers build cohesion and psychological safety. They draw on collective intelligence, involve the team in decisions, and create environments where everyone feels heard.

## Strength

High trust, engagement, and team ownership

## Watch Out For

Slow decision-making when consensus is hard to reach

# The Coaching Manager



## Coaching Manager

- Focuses strongly on developing people
- Encourages learning and feedback
- Builds long-term capability

## Best used when:

- Developing staff
- Supporting growth and confidence

# The Coaching Manager



**Development-focused. Growth-minded, empathetic, and people-centered.**

Coaching managers invest deeply in their people's potential. They ask great questions, offer honest feedback, and prioritize long-term growth over short-term output.

## Strength

Building capability and confidence in others

## Watch Out For

Prioritizing development when urgency is needed

# The Direct Manager



## Direct Manager

- Focuses strongly on tasks and results
- Provides clear instructions and structure
- Makes decisions quickly

## Best used when:

- Developing staff
- Supporting growth and confidence

# The Direct Manager



**Results-driven. Decisive, structured, and performance-focused.**

Direct managers set clear expectations, make quick decisions, and hold the team accountable to outcomes. They thrive in high-stakes, fast-moving environments.

## Strength

Clarity, speed, and efficiency

## Watch Out For

Leaving little room for input or autonomy

# The Visionary Manager



## Visionary Manager

- Gives autonomy and independence
- Trusts the team to work independently
- High level of delegation to team members

## Best used when:

- Team members are highly experienced
- Tasks require creativity and autonomy

# The Visionary Manager



**Innovation-driven. Purpose-led, strategic, and future-focused.**

Visionary managers inspire through big-picture thinking. They connect day-to-day work to a compelling future, rally teams around purpose, and champion change and new possibilities.

## Strength

Inspiring direction and motivating through meaning

## Watch Out For

Losing focus on operational execution and detail

## Key Insight

**Great management is not one-size-fits-all.**

**There is no single correct management style.**

**Effective managers move between styles depending on the team, the situation, and the task.**



# Activity



## Know How You Manage

A practical introduction to the four management styles — and why understanding yours is the first step to becoming a future-ready manager.

# Time to Discover Your Style

You will now complete a short self-assessment - the **Management Matrix** - to identify your dominant management style and how you show up as a manager today.

01

---

## Open the link

Go to [assessment](#)

02

---

## Complete the assessment

Answer honestly - there are no right or wrong answers (12mins)

03

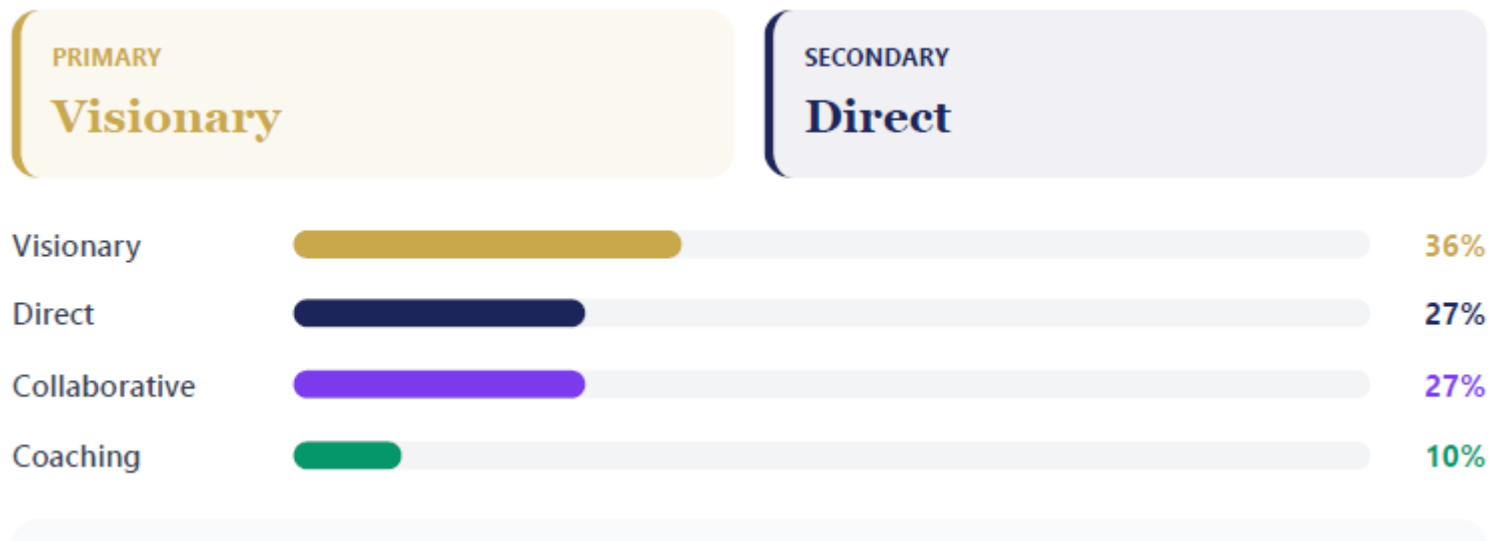
---

## Note your results

Write down your primary and secondary styles



# Sample profile – Primary and secondary profile



# Your style blend

## Your Style Blend: Visionary-Direct

Your leadership signature isn't just your primary style. It's how your top two dimensions interact. Here's what the Visionary-Direct combination looks like in practice.

### In team meetings

You tend to open with the big picture, the "why" behind the work, then quickly move to assigning ownership, timelines, and next steps. People leave your meetings knowing both the destination and their role in getting there.

### When things go wrong

Your instinct is to reframe setbacks as strategic pivots ("here's what this teaches us about where we're going") and then immediately restructure the plan. You recover fast, but your team might need a beat to process before you charge forward.

### Under pressure

The Direct side takes over. You get crisp, decisive, and focused on results. This is a real asset in crisis, but it can catch people off guard if they're used to your more expansive Visionary mode.

# What you do well

## What You Do Well

These aren't generic strengths. They're specific to how your Visionary-Direct blend shows up at work.

- ✓ You give people a reason to care about the work, not just a deadline to hit
- ✓ You move from idea to action faster than most leaders
- ✓ You stay calm in ambiguity. Your team looks to you when things are uncertain
- ✓ You connect individual tasks to strategic purpose, which drives motivation
- ✓ You challenge the status quo. You don't accept "that's how we've always done it"
- ✓ You're willing to make the call when the team is stuck

# Your blind spots

## Your Blind Spots

These aren't failures. They're the natural shadow side of your strengths. The same instincts that make you effective can land differently than you intend.

### **"You're already three moves ahead, but your team is still on move one."**

Your Visionary mind is always running. By the time you share an idea, you've already thought through the implications. But your team is hearing it for the first time. When you immediately shift into Direct mode and start assigning action items, people can feel like they're being told to build something they don't fully understand yet.

### **"You solve problems your team needed to solve themselves."**

Your Direct instinct to step in and define the path is efficient, but it can quietly undercut your team's growth. The people who report to you may stop bringing you problems to think through together and start waiting for you to hand them the answer instead.

### **"Your enthusiasm can feel like pressure."**

When you're excited about a direction, it shows. That energy is usually contagious, but for team members who need time to process, your excitement can feel like a foregone conclusion. They may agree in the moment and raise concerns later, or not at all.

# Your situational playbook

## Your Situational Playbook

Your Visionary-Direct blend is your home base. But the best leaders flex into other styles when the moment calls for it. Here's when, and what it actually sounds like.

### Consider Using a Coaching Style When...

A team member is struggling but not asking for help, or when someone is ready for a stretch assignment. Instead of giving them the answer (your Direct instinct) or connecting it to the bigger picture (your Visionary instinct), try: "Walk me through how you're thinking about this." Then listen for 2 full minutes before responding.

### Consider Using a Collaborative Style When...

You need buy-in, not just compliance, especially on decisions that affect how people work. Before presenting your solution, try: "I have a direction in mind, but I want to hear how you'd approach this first." You'll still end up leading, but people will own the outcome differently.

### Lean Into Direct When...

Crisis, tight deadlines, or when the team is stuck in analysis paralysis. This is already natural for you. Just be aware that after the crisis passes, you need to consciously shift back.

### Stay Visionary When...

Kicking off a new initiative, navigating organizational change, or when morale is low. This is your superpower: the ability to make people feel like their work matters. Use it deliberately, not just when you're naturally excited.

# Your development action plan

## Your Development Action Plan

Five concrete things you can do in the next 30 days. No theory, just practice.

### 1 Add a "So What" Check to Your Vision

Before sharing a new direction with your team, write down three concrete first steps. If you can't name them, the vision isn't ready to share yet. Ask yourself: "If my team walked out of this meeting, would they know what to do tomorrow morning?"

### 2 Create a 10-Minute Coaching Window

In your next three 1-on-1s, spend the last 10 minutes on development, not project status. Ask: "What's one skill you want to be better at three months from now?" Write it down. Follow up on it next time.

### 3 Practice the 30-Second Pause

When you feel the urge to jump from vision to action items in a meeting, pause for 30 seconds and ask: "What questions does this raise for you?" You'll be surprised what surfaces when people have space to think.

### 4 Let Someone Else Define the How

Pick one initiative this month where you set the destination but let a team member design the route. Resist the urge to restructure their plan. Instead, ask: "What would need to be true for this approach to work?"

### 5 Ask for Candid Feedback

Ask a trusted team member: "When I share a new idea, does it feel like we're exploring together or like the decision is already made?" Be ready for honesty, and thank them for it regardless of the answer.

# What Comes Next

## After the Assessment

- Read your report
- Explore what your style means in practice
- Reflect on how to flex your approach to get the best from your team - in any situation.

## Remember

- No style is better than another
- Awareness is where growth begins
- Adaptability is the mark of a great manager
- This is a tool for reflection, not a label

- ✓ The best managers do not just rely on instinct - they manage with intention.



# Reflection

## Ask yourself:

- Which management style do I use most often?
- Which style might I need to develop further?
- In what situations could I adapt my approach more effectively?

# Key Takeaways

## Takeaway 1

Effective managers grow by becoming **aware of their natural style** and learning to adjust it intentionally.

## Takeaway 2

The goal is not to adopt a single “perfect” style, but to develop the flexibility to **manage people and deliver results in different situations.**



**Q & A**



# Share your feedback

Your feedback helps us improve the series.  
Please take 2 minutes to complete the survey.

Participant survey: Future Ready  
Manager - Career Power-up Hour



# FUTURE-READY MANAGERS

CAREER POWER-UP  
SERIES

# Thank You!

*See you at the next session!*

---

