

You are a manager *now*.

Everything in the course, on paper: what changed, what a manager is, five ideas that hold up, what Vanderbilt will ask of you this year, who helps, Yukl's four categories, how to read your assessment results, and what to learn next.

ABOUT 35 MINUTES ONLINE ONE IDEA PER PAGE BEFORE: MANAGER COMPLIANCE COURSES
AFTER: THE SUPPORTING MICRO MODULES IN ORACLE LEARNING RECORDED IN ORACLE LEARNING

THE COURSE AT A GLANCE

Five topics, one *picture*.

- 01 What changed, and what a manager is**
The one change, three things that are new, what a manager is not, who helps you here.

- 02 Five ideas every good manager relies on**
Priorities, clear expectations, psychological safety, purpose, the people work. Each with a moment to apply it.

- 03 What Vanderbilt will ask you to do**
The tasks of year one, when they show up, and who handles what: handle it, ask, route, or report.

- 04 Yukl's four categories of manager behavior**
Get the work done, take care of your people, make things better, connect your team. One tab each, then your call.

- 05 Your assessment**
What your results email tells you, and where the score should go.

Then a five-question check (4 of 5 finishes the course), your next seven days, a keep-learning list, and the wrap-up. Progress tracks each activity; completion is recorded in Oracle Learning.

— THE MISSION

Define the great university of the 21st century, and *be* it.

THE VISION

Vanderbilt will define the great university of the 21st century and be it.

HOW WE OPERATE

Uncommon speed, agility, and scale. Three areas of focus, below.

AS WE GROW

Nashville, San Francisco, West Palm Beach, New York City, Chattanooga. As we grow, help your team understand how Vanderbilt works, wherever they sit.

Areas of focus

1

Exceptional Core Operations
With speed, agility and scale, Vanderbilt will distinguish itself with innovative and impactful capabilities to ensure that we have the talent, resources and reputation necessary to deliver on our vision.

2

Bold Strategic Initiatives
With “exceptional core operations” as our fuel, Vanderbilt will pursue increasingly bold initiatives that enable and enhance the reach and impact of our education and research mission.

3

Values Leadership
Through strategic advocacy efforts and modeling the role of an essential research university, Vanderbilt will stimulate industry change and combat existential threats to our education and research mission.

YOUR RESPONSIBILITY

As a manager, it is your responsibility to embody this mission and to lead your team to achieve it.

- **EMBODY IT.**
Speed, agility, and scale start with how you work.
- **LEAD YOUR TEAM TO ACHIEVE IT.**
Connect the work to the mission and say the why.
- **STAY IN TOUCH WITH YOUR MANAGER.**
Strategy, projects, priorities, anything else.

— TOPIC 1 · WHAT CHANGED

Your job used to be your work. Now it is the team's work, and the *people*.

NEW 1

You decide.

What matters this week,
who does what, what waits.

NEW 2

You approve.

Timecards, time off,
expenses. You are
responsible for your team,
and accuracy is key.
Timesheets, payroll, and
every approval must be
right.

NEW 3

You are responsible for
people.

Fair treatment, a safe place
to speak up, a chance to
grow.

What a manager is not

Not the person who does
everyone's work

When you want to just do it
yourself, manage instead.

Not a friend first

Warm and fair. The team
needs a manager more
than another friend.

Not the police

You do not investigate,
judge, or enforce. Report
harassment, discrimination,
injuries, or threats to the
right office the same day.
They handle it. You support
your team.

What a manager is

A manager is the person responsible for a team's work, and for the people who do it.

THREE QUESTIONS, EVERY WEEK

- Does everyone know what to do this week?
- Is anyone stuck, struggling, or waiting on me?
- What is coming that the team should hear from me first?

WHO HELPS YOU

- **Your manager:** stay in touch to stay aligned on strategy, projects, priorities, and anything else.
- **Your Engagement Consultant:** your go-to in PCB for HR issues, concerns, and support; the bigger people questions for your business unit.
- **Your HCM:** in most business units, for immediate HR issues: pay, hiring, performance, policy. First call when unsure.
- **Workers Comp and Leave:** time off for health and family, and injuries at work. Same day. FMLA requests go through Origami. Never ask for a diagnosis.
- **EOA:** discrimination and harassment reports. Same day. You report; you do not investigate.

— TOPIC 2 · FIVE IDEAS

Five ideas every good manager *relies* on.

— 1 · SETTING PRIORITIES · THE BIG ROCKS METHOD

Put first things *first*.

WHAT IT IS

Picture a jar. The rocks are the high-impact work: the report your team owns, the hire, your 1:1s. The sand is the quick, low-value wins: email, small requests. Sand first and the rocks never fit. Rocks first and the sand settles around them.

WHY ADOPT IT

Your calendar fills itself. Requests arrive faster than you can finish them, and the urgent ones are rarely the important ones. Without three named priorities, the loudest request decides for you.

WHAT IT LOOKS LIKE IN PRACTICE

Monday, before email: three lines on a notepad. Said aloud at the huddle, on the calendar by nine. A request lands Wednesday; you ask which rock it moves.

THE VALUE IT BRINGS

A team that knows this week's three things wastes less, argues less, and finishes more.

START THIS WEEK

Write your three big rocks before you open your inbox. Tell your team.

— 2 · CLEAR EXPECTATIONS AND FEEDBACK · CLEAR IS KIND

Clear is kind. Unclear is *unkind*.

WHAT IT IS

Say what you expect, by when, and what good looks like. Give feedback close to the moment, in private, on the specific thing.

WHY ADOPT IT

Hinting feels kind and costs weeks. People guess, redo the work, and hear about the problem late, when it is bigger and harder to fix.

WHAT IT LOOKS LIKE IN PRACTICE

"The summary needs the decision on page one, under three hundred words, by Thursday at three. Here is why." Said in the 1:1, written in the follow-up.

THE VALUE IT BRINGS

Fewer surprises at the deadline, fewer redo cycles, and a team that always knows where it stands.

START THIS WEEK

Say one thing you have been hinting at. Privately, plainly, kindly.

— 3 · PSYCHOLOGICAL SAFETY

People only speak up when it is *safe* to.

WHAT IT IS

A team's shared belief that nobody is punished or embarrassed for a question, a mistake, or a disagreement. Not about being nice: about making the truth cheap to tell.

WHY ADOPT IT

Late news is the most expensive kind. A team that fears the reaction hides mistakes until they are big, and stops asking questions before they become errors.

WHAT IT LOOKS LIKE IN PRACTICE

Bad news lands: "Thank you for telling me today. What do we know, and what do you need from me?" A basic question in the meeting gets a straight answer. You say "I got that wrong" out loud.

THE VALUE IT BRINGS

You hear about problems while they are small. The best teams report more mistakes, not fewer, because they catch them early.

START THIS WEEK

When someone reports a problem, thank them first. Then solve it.

— 4 · PURPOSE · START WITH WHY, TEAM FIRST

Explain the why. Take care of the people, and they take care of the *work*.

WHAT IT IS

People do their best work when they know why it matters, not just what to do. A team that feels looked after protects the work and each other.

WHY ADOPT IT

People who know the why make good decisions when you are not in the room. People who only know the what wait for you, or push back in the hallway.

WHAT IT LOOKS LIKE IN PRACTICE

Before you hand out the new form: “Here is why. The old one loses a third of requests at the handoff.” Credit passed down in the team meeting. Blame taken first with your manager.

THE VALUE IT BRINGS

A team that trusts you tells you the truth, stays, and works through the hard weeks with you instead of around you.

START THIS WEEK

Explain the why behind one thing you have been asking for.

— 5 · THE PEOPLE WORK · A MANAGER’S CORE RESPONSIBILITIES

The people work is the manager’s *work*.

WHAT IT IS

Hiring, onboarding, expectations, feedback, performance, time and leave, and hard conversations are the manager’s job, not PCB’s. PCB shows you how.

WHY ADOPT IT

Nothing should wait for someone else to act. Your team gets answers from the person who knows them, and PCB spends its time on the hard cases, not the routine ones.

WHAT IT LOOKS LIKE IN PRACTICE

You hold the 1:1. You give the feedback the week it happened. You send the leave request the same day. You call your HCM when you are unsure, not instead of acting.

THE VALUE IT BRINGS

Problems get handled while they are small, by the person closest to them, and your team knows who its manager is.

START THIS WEEK

Find out your HCM’s and your Engagement Consultant’s names, and how to reach them.

The ideas at work: three rules to keep

BAD NEWS

Thank first. Solve second.
Learn the cause later.
Never in front of the team.

EXPECTATIONS

Say what, by when, and
what good looks like. Out
loud and in writing.

CHANGE

The why before the what,
in your own words, before
the announcement.

Sources: the big rocks method (Stephen Covey); clear is kind (Brené Brown); psychological safety (Amy Edmondson); start with why, leaders eat last (Simon Sinek); the people manager standard (SHRM).

— TOPIC 3 · YOUR FIRST YEAR

What Vanderbilt will ask you to do, and *when*.

As a manager you now have many tasks. Here they are, sorted by how often they come up.

EVERY WEEK

Run the team.

- A short 1:1 with each person
- Look at work before it is due
- Approve timecards and time off
- Give feedback while it is useful, and thank people for specific work
- Answer questions, or find who can

EVERY MONTH OR QUARTER

Keep it on track.

- Approve expenses and purchases
- Set and check goals
- Step back and check how the work, and the team, are going

A FEW TIMES A YEAR

The cycles.

- Performance reviews
- Hiring when a seat opens
- Onboarding a new hire
- Someone leaving

WHEN IT HAPPENS

Know the process. Act the same day.

- A leave request, including FMLA
- A flexible work request
- An accommodation request
- A concern about a coworker or manager
- A performance concern
- Something you must report

Who handles what

Most manager moments come down to one question: handle it myself, ask my HCM, send it to the leave office, or report it to EOA?

Handle it
A normal manager task. Time off, a timecard question, a 1:1, feedback.

Ask my HCM first
There is a process. Pay, hiring, a performance concern, anything unsure.

Leave office, same day
Health or family time off. Never ask for a diagnosis.

EOA, same day
Discrimination, harassment, misconduct. You report; you do not investigate.

— QUICK REFERENCE · SOMETHING JUST LANDED ON YOUR DESK

The first move, and what *never* to do.

A leave request (FMLA, medical, family)

First move. Thank them, adjust the work you can adjust this week, and send the request to the leave office the same day. Tell them you have done so and what happens next.

Never. Never ask for a diagnosis or medical detail. Never decide eligibility yourself. Never let the request sit while you “see how it goes.” Micro module: FMLA and Leave.

An employee relations concern (coworker conflict, a complaint about a manager)

First move. Listen, write down what was said and when, and call your HCM the same day to agree the next step. Do not promise an outcome.

Never. Never investigate a formal complaint yourself. Never discuss it with the team. Never punish someone for raising it. Micro module: Employee Relations Grounding.

Something you must report (discrimination, harassment, sexual misconduct, Title IX)

First move. Listen, thank them, write down what was said, and report it to Equal Opportunity and Access the same day. Tell the person you have done so.

Never. Never investigate, never ask the person to “work it out,” never wait for more evidence, never share it beyond EOA and your HCM. Micro module: EOA and Reporting Obligations.

A performance concern

First move. Have the clear conversation first: what you expected, what you saw, what changes by when. Write it down. If it does not change, call your HCM before you do anything formal.

Never. Never surprise someone at review time. Never improvise a warning or a plan. Never compare them to a colleague out loud. Micro module: Performance Concerns and Progressive Discipline.

A time-off request (vacation, a day off)

First move. Check coverage, say yes or no out loud with the reason, and approve it in Oracle.

Never. Never sit on it. Never make people feel they have to justify vacation. Micro module: Time and Attendance Approvals.

A timecard question (a 52-hour week, a missed punch)

First move. Ask about the week before you approve. Fix what needs fixing in Oracle. You are responsible for your team, and accuracy is key: timesheets and payroll must be right.

Never. Never approve without looking. Never let overtime become invisible. Micro module: Time and Attendance Approvals.

A flexible work request

First move. Check the flexible work policy, think about the role and the team, and answer within the week with the reason either way.

Never. Never say yes to one person and no to another for the same role without a reason you could say out loud. Micro module: Flexible Work Arrangements.

An accommodation request

First move. Say yes to the conversation, and send the request to EOA the same day; the accommodation process runs there.

Never. Never ask for a diagnosis. Never decide the accommodation yourself. Never treat the request as a performance issue. Micro module: Reasonable Accommodations.

A seat opens and you want to fill it

First move. Call your HCM first. Hiring starts with a requisition and an approval chain, and the job description may need updating.

Never. Never promise the job to anyone. Never interview without a structure. Micro module: Requisitions and Hiring.

You want to change someone's pay

First move. Ask your HCM first. Pay has a process and a cycle; what is possible depends on the calendar and the case.

Never. Never hint at a raise you cannot deliver. Micro module: Compensation Cycle and Merit Basics.

Someone resigns

First move. Thank them, ask about timing, and tell your HCM the same day. Then plan the handoff.

Never. Never take it personally in front of them. Never let knowledge walk out undocumented. Micro module: Offboarding and Transitions.

A new hire starts Monday

First move. Block their first day and first week now: who they meet, what they read, what they do first, and the 1:1 on day one.

Never. Never let day one be a laptop and silence. Micro module: Onboarding a New Hire.

A team member seems to be struggling (stress, mental health)

First move. Listen without diagnosing. Say what you can adjust. Point them to the Employee Assistance Program and, if leave comes up, the leave office.

Never. Never ask for a diagnosis. Never share it with the team. Never ignore a safety concern; if someone is at risk, call for help immediately. Micro module: FMLA and Leave.

An injury or a safety concern at work

First move. Get them care first. Report the injury the same day through the workplace injury process, and fix or flag the hazard.

Never. Never wait to report. Never send someone back to an unsafe task. Micro module: Employee Relations Grounding.

— TOPIC 4 · THE FOUR CATEGORIES

One picture that holds the whole *job*.

Nothing new to memorize: the same work, sorted. Each behavior is marked with the Vanderbilt behavior it serves, and those six are what the survey asks you to rate.

TASK-ORIENTED

Get the work done, through your team.

Is the team's work getting done, and done well? You check it and unblock it; you do not do it yourself.

- Clarifying (say it)
CREATE CLARITY
- Planning (plan it)
CREATE CLARITY
- Monitoring operations (check it)
COACH AND DEVELOP
- Problem solving (fix it)
ADDRESS ISSUES

RELATIONS-ORIENTED

Take care of your people.

Are people growing, and staying?

- Supporting (listen and help)
BUILD TRUST
- Developing (grow them)
COACH AND DEVELOP
- Recognizing (thank them)
BUILD TRUST
- Empowering (trust them)
EMPOWER OTHERS

CHANGE-ORIENTED

Make things better.

Is the team getting better at what it does?

- Advocating change (explain the why)
LEAD CHANGE
- Envisioning change (describe where you are going)
LEAD CHANGE
- Encouraging innovation (let people try)
EMPOWER OTHERS
- Facilitating collective learning (look back)
LEAD CHANGE

EXTERNAL

Connect your team to the rest of Vanderbilt.

Does the team get what it needs from outside?

- Networking (know the people)
BUILD TRUST
- External monitoring (watch for what is coming)
LEAD CHANGE
- Representing (speak up for your team)
ADDRESS ISSUES

THE HABIT TO STOP

Doing the work yourself. When you are tempted to just do it, that is the moment to manage instead.

THE ONE THING TO ROUTE

Anything that sounds like leave goes to the leave office the same day. You adjust the load; they decide eligibility.

— TOPIC 5 · YOUR ASSESSMENT

Your score, and where it should *go*.

Before Manager Voyage you took the Manager Effectiveness Assessment: six statements, from creating clarity to leading change, each rated from never to consistently. They are informed by Yukl's framework, the one this course teaches. Your results and feedback came by email. Review them. If you did not get them, or have not taken it yet, take the assessment.

WHERE YOU NEED TO BE

The score is a direction, not a grade. Every point up is a behavior you do more often. Over this course and the micro modules that follow, the aim is a higher rating on all six when you rate the same statements again, 90 days after you complete Manager Voyage.

Your next seven days

TODAY

Take your first micro module
Start with the habit you
know needs you most.

THIS WEEK

Practice one habit
Pick one from this course.
Do it once, on purpose, and
notice what happened.

90 DAYS AFTER

Rate the same six again
Compare with where you
started, once you have
completed Manager
Voyage.

TELL YOUR MANAGER

"I just finished the first Manager Foundations course. The habit I am practicing this week is [habit]. Ask me about it on [date]."

— KEEP LEARNING

What to take *next*.

Your micro modules in Oracle Learning, in the four tracks you take them in, then a short chosen list: ten more courses, podcasts, videos, and a guide. Micro modules first: Systems and Vanderbilt & Nashville by Day 30, People and Processes by Day 60. Then one item a month, on the habit you are working on. Links are live in the PDF; in Oracle Learning you can also search by title.

Systems Days 1 to 30 · Where the work gets approved. UKG for time, Oracle HCM for HR.

By Day 30 you can manage timekeeping, PTO, and schedules in UKG, handle exempt time off in Oracle, open a requisition, and approve an expense.

1. [UKG for managers: timekeeping, PTO, and schedules \(Training series\)](#)
Manager training in UKG: approving timecards and PTO, fixing a missed punch, and building schedules.
2. [Oracle Cloud: managing exempt time off \(eLearning\)](#)
Time off for your exempt staff, handled in Oracle Cloud: requests, approvals, and balances.
3. [Oracle HCM for managers: team view and approvals \(Walkthrough\)](#)
Reading your team view and handling the approvals that come to you in Oracle HCM, the HR system.
4. [Oracle Recruiting and Onboarding for Hiring Managers and HCM Specialists \(eLearning\)](#)
The hiring workflow in Oracle: opening a requisition, moving candidates through, and onboarding your new hire.
5. [Expense and procurement approvals \(Walkthrough\)](#)
Approving an expense report, the procurement requests that route to you, and when to ask before you approve.

People Days 31 to 60 · The obligations that arrive with the title. A simulator for the highest-risk moments.

By Day 60 you can recognize a leave request, route an accommodation, document a concern, and onboard a new hire.

6. [Employee Relations grounding: when to call, what to document](#)
The situations that go to Employee Relations, what to write down and when, and what stays out of your notes.
7. [EOA: reporting obligations and manager duty](#)
What you must report to Equal Opportunity and Access, when, and your duty as a supervisor once you know.

8. FMLA (eLearning)

A leave request that does not sound like one. Recognizing it, your obligations as a manager, and the handoff to the leave office.

9. Reasonable accommodations: the interactive process

Recognizing an accommodation request, the interactive process, your role versus EOA's role, and timelines.

10. Performance concerns and progressive discipline simulator (Simulator)

A performance concern from first conversation to written step, practiced end to end with Employee Relations in the loop.

11. Onboarding a new hire (Walkthrough)

The first-week checklist, the systems a new hire needs, and the check-ins that make the first ninety days work.

Processes Days 31 to 60 · The operating rhythm of the role. The performance management foundations course, scenario studios, and decision trees.

By Day 60 you can run the performance cycle in the performance platform, set goals, hold effective one-on-ones, give feedback, and handle a compensation or flexible work question.

12. Performance Management Foundations for Managers (eLearning)

One Oracle class, three short pieces: Vanderbilt performance management, leading with goals in the performance platform, and effective one-on-ones.

13. Giving feedback (Scenario studio)

Reinforcing and redirecting feedback, practiced on realistic moments, without softening the message away.

14. Compensation cycle and merit basics

How the compensation cycle runs, what merit can and cannot do, and how to talk about pay with your team.

15. Flexible work arrangements (Decision tree)

What you can approve, what needs PCB, and how to keep an arrangement fair to the whole team.

16. Offboarding and transitions (Decision tree)

The steps when someone leaves or transfers: access, knowledge handoff, and the last-week checklist.

Vanderbilt & Nashville Days 1 to 30 · The institution and the city. A manager who understands the mission can explain the work.

By Day 30 you can explain the mission, place your unit in the areas of focus, and tell the Nashville story to a new hire.

17. The mission and the vision: the great university of the 21st century

The vision in one sentence, what it asks of the university, and what it asks of managers.

18. Areas of focus: institutional priorities and where your unit fits

The areas of focus, and how to connect your team's work to them out loud.

19. Our campuses: Nashville and the newer locations beyond Tennessee

The Nashville campus and the newer locations, and what managing across them means.

20. Nashville: the city as part of the job

The city your team lives and works in, and how Vanderbilt and Nashville shape each other.

21. How we work together: schools, central units, and business units

Who does what across schools, central units, and business units, and how work moves between them.

Ten more courses in Oracle Learning, in order

1 · ORACLE LEARNING New Manager Foundations

The whole first-year job in one course: expectations, delegation, feedback, and the shift from doing to managing.

2 · ORACLE LEARNING A Manager's Guide to Conducting Effective One-on-One Meetings

How to run the weekly 1:1 so it is worth both people's time.

3 · ORACLE LEARNING [How to Have Productive One-on-One Meetings](#)

Making the weekly 1:1 productive: the agenda, the questions to ask, and the follow-through.

4 · ORACLE LEARNING [How to Manage Your Attention and Your Priorities](#)

The big rocks idea, applied to a manager's calendar and inbox.

5 · ORACLE LEARNING [Communicating with Clarity as a Manager](#)

Clear is kind, as a set of communication habits for managers.

6 · ORACLE LEARNING [How to Give Feedback People Can Actually Use](#)

Feedback people can act on: specific, timely, kind.

7 · ORACLE LEARNING [How to Manage Difficult Conversations](#)

How to hold the conversation you have been putting off.

8 · ORACLE LEARNING [Building Team Trust as a Manager](#)

Trust as something a manager builds on purpose, week by week.

9 · ORACLE LEARNING [Performance Management Foundations for Managers](#)

Goals, check-ins, and reviews as one cycle instead of one event.

10 · ORACLE LEARNING [Leading Your Team through Change](#)

Leading your team through a change you did not choose.

Outside Vanderbilt: podcasts, videos, and a guide

PODCAST [Manager Tools Basics](#)

The core casts: one-on-ones, feedback, coaching, delegation. Start with the one-on-ones episodes.

PODCAST [Succeeding as a first-time manager](#)

Three new managers on the surprises of the first year.

PODCAST [Is it safe to speak up at work?](#)

Psychological safety across creative teams, astronauts, and athletes.

VIDEO [Feedback in three parts: situation, behavior, impact](#)

The simplest feedback structure there is, in a few minutes.

VIDEO [The big rocks method, in two minutes](#)

The jar, the rocks, and the sand.

VIDEO [Psychological safety, from the researcher who named it](#)

Why the best teams report more mistakes.

VIDEO [Why good leaders make you feel safe](#)

The circle of safety, in one story.

VIDEO [Managing your boss](#)

Your manager is the first person your team needs you connected to.

VIDEO [Delegation and priorities: the urgent and important grid](#)

What to do yourself, what to delegate, what to drop.

GUIDE [Manager guides: one-on-ones, feedback, coaching with GROW](#)

Free, practical guides a large company built for its own new managers.

Vanderbilt University · People, Culture and Belonging · Futures Learning Hub. Manager Voyage, Manager Foundations, Course 1: You Are a Manager Now. This guide mirrors the online course at the time it was generated; the online

course is the current version. Questions about a situation: your HCM first, your Engagement Consultant for the bigger ones.