

First-Time Managers

A six-week peer circle that turns your newest managers into people who can actually lead, before the habits that don't work get expensive to unlearn.

60%

of new managers fail within their first 24 months, mainly because they were never trained to manage people.

CEB research, via Wharton

\$1.2T

is the high-end annual U.S. cost of poor management, driven largely by unprepared first-time managers.

Gallup, via Wharton

70%

of the variance in team engagement is attributable to the manager alone, not the role, the team, or the work.

Gallup

Most companies promote their best individual contributors into management and hope the leadership skills come with the title. Brave Circles gives your newest managers a structured, confidential peer cohort to build the skills nobody handed them, one focused topic each week.

SIX WEEKS AT A GLANCE

WEEK 1 The Identity Shift Moving from doing the work to being responsible for how it gets done, and naming what's lost and gained along the way.	WEEK 2 Delegation Without Guilt Letting go of the work without lowering the bar, and telling the difference between delegating and dumping.	WEEK 3 Feedback That Doesn't Wreck the Relationship Saying the hard thing, including to someone who used to be a peer, without losing the relationship.
WEEK 4 Running a Room Turning 1:1s and team meetings into real trust-building conversations instead of status updates.	WEEK 5 Managing Up and Sideways Advocating for the team upward, and disagreeing with a decision they still have to implement.	WEEK 6 Building Your Own Operating System Turning six weeks of practice into repeatable habits and a clear picture of the leader they want to be.

WHY COMPANIES SPONSOR IT

- **Fewer expensive management failures** in the window when they're most likely to happen.
- **A visible investment** in your newest leaders, at a moment retention is hardest to earn.
- **No disruption to delivery work.** Sessions run outside client-facing hours with no internal facilitation lift.

Mary Ellen Ball, MPP, ICF PCC

FOUNDER, OPEN DELTA GROUP • FORMER NONPROFIT CEO • DIAGNOSTIC-FIRST

Mary Ellen built Brave Circles on the diagnostic-first approach she brings to executive coaching. She led enterprise-wide leadership development at BDO USA before founding Open Delta Group, and has run two organizations herself as CEO.