



Emerging Leader Confidence Guide

Supporting first-time leaders to build confidence, capability and connection.

Growing People. Grounding Leaders.

Welcome to Your Leadership Journey.

Stepping into leadership is an *exciting opportunity*, but it can also *feel challenging*. 🐢🐢

- Many new leaders experience uncertainty as they learn to guide others, communicate with confidence and find their own way of leading.
- Leadership isn't about having all the answers.
- It's about learning, growing, listening and supporting others while continuing to develop yourself.



🐢 You don't need to become someone you're not to become a good leader. 🐢
You need to understand yourself, learn from experience and be willing to grow.

Reflection

“

What are three strengths I bring to my leadership?

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KORU REMINDER

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Confidence grows when you recognise what you already bring — and stay willing to develop what comes next.

“

Confidence doesn't appear overnight

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It develops through experience, reflection, learning and the way you respond when things don't go as planned.

Understanding your **strengths, values and leadership style gives you a strong place to begin.**

Think about what you naturally bring to your team.

Are you approachable?
Patient?
Reliable?
Organised?
Encouraging?
Good at solving problems?

You don't need to be good at everything.

Recognising what you already bring gives you something solid to build from.

Keep Learning

LEADERSHIP CONFIDENCE DOES NOT APPEAR OVERNIGHT.
IT DEVELOPS THROUGH **LEARNING AND GROWTH.**

Stepping into leadership can feel:

- Exciting,
- Unfamiliar
- and sometimes overwhelming.

Give yourself permission to learn as you go:

- Ask questions.
- Seek feedback.
- Notice what works.
- Learn from what doesn't.

One of the most valuable things a new leader can say is:

"I don't know yet, but I'll find out."
That isn't weakness.
It's a willingness to learn.



Reflection:

What leadership skill would I most like to strengthen? ”

“ You don't need to have all the answers or suddenly become someone you're not. ”



Leading Your Team With Trust

Support

Be there for your people.

Listen.
Encourage them.
Help remove barriers when you can.

Sometimes leadership isn't about giving someone the answer.
Sometimes it's about helping them find their own way forward.

Empower

Give people the confidence and space to take ownership.

Allow people to make decisions within their responsibilities and learn from their experiences.

Supporting someone doesn't mean doing everything for them.

Good leadership helps people develop their own capability.

Repect

Respect should not depend on someone's position, experience or title.

People deserve to be listened to and treated fairly.

You can hold people accountable while still treating them with dignity.

Trust

Trust grows when your words and actions are consistent.

Do what you say you'll do.

Communicate when circumstances change.

Be honest when something hasn't gone to plan.

And remember that trust works both ways.

Different people bring different experiences, ideas and perspectives to a workplace.

You won't always agree with someone — and you don't have to.
You can still listen to them with respect.

As a leader, one of your responsibilities is to create an environment where people feel comfortable contributing, asking questions and taking reasonable ownership of their work.

Reflection

What is one thing I could do differently to build greater trust within my team?

Build Trust

Leadership is Built Through Relationships.

“ When people feel **respected, supported** and **valued**, they are more likely to **contribute, ask questions, take ownership and grow.** ”

Trust isn't built through one big conversation.
It develops through the everyday things you do:

Listen.
Communicate openly.
Follow through.
Be consistent.
Give people room to contribute.
Support people when they need it.

Koru Reminder

Lead with consistency.
Listen with respect.
Give people room to grow.
Treat people like people.





Navigating Challenges as a New Leader



REFLECT

Before responding to a difficult situation, give yourself a moment to understand what is really happening.

Ask yourself:

What's really happening here?
What am I feeling?
Have I heard the whole story?
Is there something I might be missing?
What does this person need from me right now?

Sometimes a little space can change the way we see a situation.



Every challenge gives you something to learn from

*Maybe you handled it well.
Maybe you would approach it differently next time.
Either way, take the learning with you.
You don't have to pretend you got everything right.*

Own it. Learn from it. Keep moving forward.



RESPOND

Once you've taken a moment to understand, think about how you want to show up.

Listen.
Ask questions.
Be honest.
Speak respectfully.

Don't be afraid to say, "I don't know, but I'll find out."
You won't always make everyone happy.

That's okay.

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What matters is that people are treated fairly, respectfully and consistently.

Koru Reminder

Permit yourself to learn

Stay grounded.
Stay focused.
Stay human.

Leadership isn't about never getting it wrong.
It's about what you do when things don't go to plan.



GROW

Every difficult situation can become part of your leadership learning.

Ask yourself:

What happened?
What did I learn?
What would I do differently next time?
What will I carry forward?



Reflection

What is one leadership challenge I would like to approach differently?

Your Leadership Growth Plan

Becoming a leader doesn't happen the moment you're
given a title.

It happens through the everyday choices you make:

**How you handle pressure,
How you respond when things don't go your way,
How you treat people,
and How willing you are to learn.**

You won't have everything figured out.
And you don't need to.

Leadership is something you continue to develop as your
experience grows.



Know Yourself

Take time to understand how you naturally respond to pressure, change and difficult situations.

What brings out your best?

What tends to challenge you?

How do others experience your leadership?

Knowing yourself makes it easier to recognise when you need to pause,
adjust or ask for support.

Understanding Yourself & Your Influence

When Your Leadership Is Questioned

Not everyone will agree with every decision you make. You may ask someone to change the way they complete a task because you've identified a safer, simpler or more effective approach.

They may see it differently.

They may feel frustrated.

They may even interpret your involvement as micromanaging.

That can be uncomfortable — particularly when you're new to leading people who were once your teammates.

Before taking it personally, slow the conversation down.

Ask:

Have I explained why the change is needed?

Have I listened to their perspective?

Am I supporting them or unnecessarily controlling the task?

Is there another way to achieve the outcome?

Leadership doesn't mean stepping into every detail.

Sometimes the strongest thing you can do is provide clear expectations, then give people the space to do their work.

Use Your Influence Well

With greater responsibility comes greater opportunity. You have the ability to influence what becomes normal within your team. You can help create an environment where people feel comfortable asking questions, contributing ideas, learning from mistakes and taking ownership. Think about the workplace you want to be part of.

Then consider:

What behaviours do I want to model?

How do I want people to feel when they work with me?

What do I want my team to know they can expect from me?

Leadership is not only what you say.
People notice what you consistently do.

Keep Learning & Be Open to Feedback

Keep Learning

Every day at work can teach you something.

A conversation that didn't go as planned.

A decision that worked well.

Feedback you didn't expect.

A mistake you would handle differently next time.

Don't waste those moments.

Take the lesson and carry it forward.



Be Open to Feedback

Feedback isn't always easy to hear, especially when you're still finding your feet.

You don't have to agree with everything you're told.
But give yourself enough space to consider it.

Ask yourself:

"Is there something useful here that could help me become better at what I do?"

And remember — feedback should work both ways.

A healthy team should have room for leaders to receive feedback too.

Reflection

What feedback have I received recently that I could learn from?

What is one question I could ask my team to better understand how they experience my leadership?

Measure Your Growth Differently.



Reflection

What is one way I have grown since stepping into leadership?

What is one moment I handled better than I might have before?



Leadership growth isn't only about promotions, targets or increased responsibility.

Sometimes growth looks like:

- *Handling a difficult conversation better than you did last time.*
- *Giving someone else the opportunity to shine.*
- *Staying calm when things become stressful.*
- *Admitting when you got something wrong.*
- *Making a decision with greater confidence.*
- *Asking for help when you need it.*
- *Listening before responding.*
- *Knowing when to step forward — and when to step back.*

These moments matter.
They are evidence that you're developing.

Take It With You

Applying What You've Learned

Before you finish this guide, take a moment to think about the leader you want to be.

One thing I want to become more confident in:

One thing I want to improve in the way I communicate:

One thing I want my team to experience from me:

One thing I will practise this week:

You don't need to change everything at once.

Choose one thing, practise it, reflect on it and keep building from there.

Moving Forward

Leadership is something you continue to grow into.

Stay open to learning, remember where you came from and keep creating the kind of workplace where people feel respected, supported and able to grow.



Your leadership journey is still unfolding.
Growing People. Grounding Leaders.