

A New Manager's Playbook: Know, Support, Lead

eLearning Design Document & Course Outline

Solara Health Consulting | Manager Onboarding Program

Version 2.0 | May 2026 | iSpring Suite

Author: Gabrielle Argueta

PART I: DESIGN DOCUMENT

1. Project Overview

Course Title	A New Manager's Playbook: Know, Support, Lead
Client / Org	Solara Health Consulting (fictional healthcare consulting firm)
Course Type	Slide-based eLearning (iSpring Suite)
Template	iSpring Content Library — Honey template (gold and navy brand adaptation)
Duration	Approximately 20-25 minutes
Version	2.0 — May 2026
Author	Gabrielle Argueta

2. Business Problem & Need

Solara Health Consulting promotes high-performing individual contributors into management roles regularly. These new managers are technically skilled in healthcare consulting, but the transition from individual contributor to people manager is one of the most challenging career shifts in any organization — and in healthcare consulting, the stakes are especially high.

Without structured onboarding support, new managers at Solara tend to:

- Underestimate the scope of their direct reports' roles, creating gaps in support and coaching
- Set unclear performance expectations, leading to early disengagement and missed deliverables
- Rely on informal, ad hoc guidance from peers rather than consistent organizational frameworks
- Default to directing when coaching would be more effective, undermining team autonomy and trust

The result is higher voluntary turnover among new managers and their direct reports within the first six months, reduced team productivity during the critical onboarding window, and client relationship risk when internal team dynamics are unstable.

3. Target Audience

Primary Audience	Newly promoted or externally hired people managers at Solara Health Consulting
Experience Level	First-time managers or managers new to Solara; strong individual contributors with limited formal management training
Work Context	Healthcare consulting environment; manages 2-6 direct reports across health analytics, engagement coordination, consulting, and compliance functions
Learning Environment	Self-paced eLearning accessed via LMS; expected to complete during first two weeks in role
Motivation	Moderate to high — newly promoted learners are typically motivated but time-constrained
Accessibility	Closed captions enabled; free navigation supported; WCAG 2.2 considerations applied

4. Learning Objectives

By the end of this course, learners will be able to:

- LO1: Describe the core responsibilities of each role on their immediate team and how those roles interconnect
- LO2: Identify how work flows through their team and where common breakdowns occur during the first 30 days
- LO3: Apply a framework for setting clear performance expectations with direct reports in the first 30 days
- LO4: Recognize early signs of disengagement or misalignment and select an appropriate response strategy

5. Instructional Approach & Design Rationale

5.1 Overall Approach

This course uses a scenario-first, problem-based design grounded in two evidence-based leadership frameworks: servant leadership and the coaching vs. directing continuum. Rather than presenting management principles abstractly, every section is anchored in a realistic situation that Alex, the course's protagonist and a newly promoted Engagement Manager at Solara, must navigate.

The instructional design was informed by the author's participation in a formal FSU leadership development cohort covering servant leadership, coaching vs. directing, communication styles, performance management, feedback and habit formation, SMART goal setting, and influence-based leadership models. These frameworks are woven intentionally throughout the course rather than added as standalone content.

5.2 Leadership Frameworks Integrated

Framework	Where Applied	How It Shows Up
Servant Leadership	Slides 2, 4, 17 — course framing and summary	Alex's role is framed throughout as enabling her team's success, not directing their output. The Manager Support Layer on Slide 4 is explicitly servant leadership in practice: each team member's needs come before Alex's preferences.
Coaching vs. Directing	Slides 9 and 11 — expectations framework and branching scenario	Slide 9 introduces when to coach vs. direct based on team member readiness. Slide 11's three-branch scenario is a direct application: Alex must choose coaching (correct), avoiding (wrong), or premature directing (wrong) in her first 1:1 with Zoe.

5.3 Learning Design Principles Applied

Situated Learning	All content is anchored in Solara Health Consulting scenarios. Learners practice judgment in context, not in the abstract.
Dual-Layer Design	Each role/topic presents two layers: what the employee does, and how Alex as the manager supports it.
Servant Leadership Lens	The course frames management as service — Alex's job is to understand and remove barriers for her team, not to supervise output.

Coaching Before Directing	Interactions and scenario feedback consistently model the coaching approach as the default for ambiguous interpersonal situations.
Spaced Practice	Interactions are distributed across the course rather than clustered at the end, building retention incrementally across all four LOs.
Meaningful Feedback	All quiz and scenario feedback explains the why, not just the what — grounded in the servant leadership and coaching frameworks.

5.4 Fictional Company: Solara Health Consulting

Solara Health Consulting is a mid-sized firm specializing in healthcare strategy, operational consulting, and health systems transformation. It employs approximately 600 professionals across four regional offices. The company promotes from within and values technical expertise, but like many growing consulting firms, it lacks a formal management development program for newly promoted leaders.

Alex	Engagement Manager — protagonist; newly promoted, leading a team of four for the first time
Diana	Senior Health Analyst — owns data, outcomes reporting, and client-facing analysis
Andre	Engagement Coordinator — manages project timelines, client communication, and cross-functional logistics
Zoe	Associate Consultant, Health Systems — supports client deliverables, research, and presentation development; early career
Jacqueline	Compliance & Operations Specialist — handles regulatory documentation, vendor coordination, and internal process compliance

6. Assessment Strategy

Assessment Type	Format	Purpose
Embedded Interactions	Drag-and-drop, matching, accordion reveals (mid-course)	Formative — builds understanding incrementally; immediate feedback grounded in servant leadership and coaching frameworks
Scenario Debrief	Branching choice with consequence-driven feedback (Slide 11)	Formative — develops coaching vs. directing judgment in a realistic first 1:1 context
End-of-Course Quiz	5 multiple-choice questions aligned to all 4 LOs; Solara/Alex context throughout	Summative — 80% passing score (4 of 5); detailed rationale feedback per question
Reflection Prompt	Open-ended self-assessment (ungraded)	Metacognitive — encourages transfer to real work context

7. Quiz Questions

All five questions are set in the Solara Health Consulting context with Alex's team. Questions test application and judgment, not recall. Passing score: 80% (4 of 5 correct).

Q1 (LO1): Alex notices that Zoe has been submitting client research that is missing the analytical framing Diana typically provides. When Alex looks into it, she learns Diana's updated data was delivered two days late with no explanation. What is Alex's most effective first response?

- A. Address Zoe's incomplete submissions in her next performance review
- **B. Bring Diana and Zoe together briefly to clarify the handoff expectation and establish a communication norm going forward ✓**
- C. Ask Andre to start tracking Diana's deliverable timelines on the team's behalf
- D. Remind Zoe that she is responsible for following up if she needs something from a teammate

Rationale: The handoff between Diana and Zoe is where the breakdown is happening. A direct, low-stakes conversation clarifies expectations without creating blame. A servant leader addresses systems gaps before individual performance. Options A and D delay or misdirect the response. Option C adds overhead without fixing the root cause.

Q2 (LO2): In her first week, Alex notices that Andre sends her detailed status updates multiple times a day and waits for her reply before moving coordination tasks forward. What does this most likely signal?

- A. Andre lacks confidence in his own judgment as an Engagement Coordinator
- **B. Decision-making authority and communication expectations have not been defined clearly enough yet ✓**
- C. Andre is testing Alex's responsiveness as a new manager
- D. The team's workflow does not require an Engagement Coordinator role

Rationale: When a coordinator needs repeated approval to move work forward, it almost always signals unclear authority boundaries, not a people problem. A servant leader removes this friction by defining what Andre can decide independently versus what requires escalation.

Q3 (LO3): Alex has her first expectations conversation with Jacqueline at the end of Week 1. Jacqueline asks: 'How will I know if I'm doing a good job?' Which response best reflects the Clarity-Consistency-Feedback Loop?

- A. 'I'll let you know if something isn't working.'
- B. 'Your performance review at the end of the quarter will give you that feedback.'
- **C. 'Let's talk about what strong compliance documentation looks like on this team, and I'll plan to give you specific feedback in our weekly check-ins.' ✓**
- D. 'Trust your instincts — you were hired because you are good at this.'

Rationale: Option C applies all three elements: clarity on what good work looks like, consistency through a standing check-in rhythm, and a commitment to ongoing feedback. The other options defer, vague out, or avoid the question.

Q4 (LO4): Zoe has rescheduled her last two 1:1s with Alex and arrived unprepared to the one before that. Based on the course content, what is the most effective next step?

- A. Skip the next 1:1 since Zoe does not seem to value them
- B. Send a written reminder about the importance of attending check-ins
- **C. Have a private conversation with Zoe to reframe the 1:1 as a support conversation and ask if anything is getting in the way ✓**
- D. Document the pattern as a performance concern for her next formal review

Rationale: Avoidance of 1:1s typically signals anxiety, not disinterest. A servant leader's instinct is curiosity before accountability. Reframing the meeting's purpose and checking in with genuine openness is the right move before any formal escalation.

Q5 (All LOs): At the end of her first week, Alex has met with her whole team, clarified a key deliverable handoff, set expectations with each direct report, and noticed that Zoe seems disengaged. In what order should she prioritize her Week 2 actions?

- **A. Address Zoe's disengagement, continue the 30-day listening tour, follow up on the deliverable handoff ✓**
- B. Wait to see if Zoe's disengagement resolves on its own before acting
- C. Begin documenting Zoe's behavior in case a performance improvement plan is needed
- D. Delegate follow-up on all of the above to Andre as Engagement Coordinator

Rationale: Option A reflects the right sequencing: respond to the interpersonal signal first (servant leadership in action), deepen team relationships through the listening tour, and maintain workflow clarity. Options B and C either delay or dramatically overreact. Option D misuses the coordinator role and sidesteps Alex's managerial responsibility.

8. Tools & Technical Specifications

Authoring Tool	iSpring Suite (slide-based course)
Base Platform	Microsoft PowerPoint with iSpring Suite overlay
Template	iSpring Honey template — adapted to navy and gold brand palette
Visual Assets	iSpring Content Library (characters, backgrounds, templates)
Audio	AI-generated narration with learner-controlled closed captions
Navigation	Free navigation — learners can access any slide in any order
SCORM	SCORM 1.2 or 2004 compatible for LMS publishing
Accessibility	Closed captions on all audio/video; high-contrast text; keyboard navigable; WCAG 2.2
iSpring Features	Quiz builder, role-play simulation, drag-and-drop, accordion, flip cards, matching, iSpring Content Library assets, closed captions, downloadable job aid

PART II: COURSE OUTLINE

Course Structure at a Glance

Total slides: 17 | Estimated completion: 20-25 minutes | Navigation: Free | Passing score: 80%

Section	Slides	LO Alignment
Opening	1-3: Title, Business Hook (servant leadership framing), Learning Objectives	Sets context
Section A: Know Your Team	4-6: Role Clarity — Meet Your Team, How Roles Connect, Knowledge Check	LO1
Section B: Support the Work	7-9: Workflow & Handoffs — Where Breakdowns Happen, 30-Day Listening Tour, Setting Expectations Early	LO2
Section C: Lead With Clarity	10-14: Warning Signs, Branching Scenario (Alex & Zoe) with feedback slides	LO3, LO4
Closing	15-17: End-of-Course Quiz, Reflection Prompt, Course Summary	All LOs

Slide-by-Slide Outline

#	Section	Slide Title	Interaction Type	Notes
1	Opening	Title Slide	None	Alex character; Honey template, navy/gold palette; Start button
2	Opening	The Business Hook	None	Alex's story reveal; servant leadership framing introduced
3	Opening	Learning Objectives	Accordion/Tabs	4 LOs; learner must click all 4 before advancing
4	Section A	Meet Your Team	Hotspot/Tabs	4 character cards; Manager Support Layer on click
5	Section A	How the Roles Connect	Static Infographic	Workflow diagram with arrows; Jacqueline parallel track
6	Section A	Knowledge Check: Role Clarity	Drag-and-Drop (Formative)	Match support approach to team member; per-item feedback
7	Section B	Where Breakdowns Happen	Accordion (3 panels)	3 breakdown types; all must be opened before advancing
8	Section B	The 30-Day Listening Tour	Static + Job Aid Download	3 listening questions; downloadable one-pager PDF
9	Section C	Setting Expectations Early	Static Diagram	Clarity-Consistency-Feedback Loop; coaching vs. directing callout
10	Section C	Recognizing Early Warning Signs	Matching (Formative)	4 signals matched to 4 responses; per-item feedback
11	Section C	Alex's First 1:1 with Zoe	Branching Scenario (3 paths)	Option B correct; Options A and C lead to consequence screens

12	Section C	Feedback: Option A (Incorrect)	Branching Feedback Screen	<i>Consequence + feedback narration; Try Again button</i>
13	Section C	Feedback: Option B (Correct)	Branching Feedback Screen	<i>Outcome + coaching debrief; Continue button</i>
14	Section C	Feedback: Option C (Incorrect)	Branching Feedback Screen	<i>Consequence + feedback narration; Try Again button</i>
15	Closing	End-of-Course Quiz	Quiz (5 Questions, 80% passing)	<i>All 4 LOs; Solara context throughout; rationale feedback per question</i>
16	Closing	Reflection Prompt	Open-Ended Text Entry (Ungraded)	<i>Private, metacognitive; prompts transfer to learner's own team</i>
17	Closing	Three Things to Take With You	None	<i>Summary of 3 key takeaways; servant leadership closing framing; Finish button</i>