Your First 90 Days as a New Manager

Listen before you change anything, build a rhythm your team can rely on, then start leading. Tick each box as you go.

DAYS 1–30 Listen and learn

- [ ] Hold a first one-on-one with everyone in your first two weeks. Ask what is going well, what gets in their way, and what they want from a manager.
- [ ] Meet your own boss and agree what success looks like at 30, 60 and 90 days, and how they like to be kept informed.
- [ ] Learn how the work really happens: sit in on team meetings, read recent updates, ask how decisions get made.
- [ ] Change as little as possible. Write down what you would change, and why, for later.
- [ ] If you were promoted from within, say the awkward thing early: “This is new for all of us, and I’ll need your help.”

DAYS 31–60 Build a rhythm your team can rely on

- [ ] Share the themes you heard in your one-on-ones, without naming who said what.
- [ ] Fix one or two small things people complained about. A removed blocker builds more trust than a big plan.
- [ ] Agree priorities with your boss and make them visible, so the team knows what to say no to.
- [ ] Set the rhythm: weekly one-on-ones, a short team meeting, a clear way to raise problems.
- [ ] Start giving small, specific feedback, positive and constructive, so it becomes normal.

DAYS 61–90 Start leading

- [ ] Delegate a real piece of work you used to do. Explain the why and the outcome, not every step.
- [ ] Have the hard conversation you have been putting off. It only gets harder.
- [ ] Talk to each person about growth, and name one thing you will do to help.
- [ ] Ask your team for feedback on you: “What should I keep doing, and what should I change?”
- [ ] Review the 90 days with your boss and agree your plan for next quarter.

5 one-on-one questions that get real answers

1. What's taking up most of your energy at the moment?
2. What's one thing slowing you down that I might be able to remove?
3. How do you like to receive feedback?
4. What did your last manager do that you'd like me to keep doing? Anything you'd rather I didn't?
5. What should I know about this team that won't be in any document?

5 traps that catch most new managers

- **Still doing your old job.**
  Your value is now what the team gets done, not what you do yourself.
- **Changing too much, too soon.**
  Understand why things are the way they are before you fix them.
- **Avoiding hard conversations to stay liked.**
  Being clear is kinder than being vague.
- **One-on-ones that are status updates.**
  Their topics first. Get updates somewhere else.
- **Saying yes to everything from above.**
  Show the trade-off and let your boss choose what moves.

Free tools for each step (no sign-up)

One-on-one notebook: agenda, notes and actions
roygroundup.com/tools/one-on-one-agenda

Feedback checker: test your words before you say them
roygroundup.com/tools/feedback-builder

SMART goal builder: goals your team can act on
roygroundup.com/tools/smart-goal-builder

Say this, not that: phrases for tricky moments
roygroundup.com/tools/say-this-not-that

Meeting cost calculator: see what a meeting really costs
roygroundup.com/tools/meeting-cost-calculator

2-minute quiz: what kind of manager are you?
roygroundup.com/scorecard