



THE NEW MANAGER TRANSITION BLUEPRINT

A practical guide to your first 90 days in leadership

LEADREADY COACHING

CLARITY • CONFIDENCE • IMPACT

Contents

INTRODUCTION.....	3
Common misconceptions new managers have.....	3
COMMON MISTAKES NEW MANAGERS MAKE	4
FIRST WEEK PLAYBOOK.....	6
INTRODUCING YOURSELF AS THE NEW MANAGER.....	7
QUESTIONS EVERY NEW MANAGER SHOULD ASK	7
BUILDING A RELATIONSHIP WITH YOUR MANAGER	8
RUNNING YOUR FIRST TEAM MEETING.....	9
Five Drivers of Credibility.....	10
THE 30-60-90 DAY BLUEPRINT	11
DAYS 0-30: UNDERSTAND.....	11
DAYS 31-60: ALIGN.....	12
DAYS 61-90: IMPROVE	12
THE 180-DAY EXTENSION	13
NEW MANAGER TRANSITION BENCHMARK	14
INTERACTIVE 90-DAY PLANNER	15
REUSABLE WEEKLY PLANNING PAGE.....	15
WEEKLY JOURNAL PROMPTS.....	16
COACH'S CORNER: TEN PRACTICAL TOOLS	16



1. Stakeholder map.....	16
2. Leadership values reflection	17
3. Communication audit	17
4. Time allocation review.....	17
5. Delegation assessment	17
6. Team trust review	17
7. Difficult conversation planner	18
8. Feedback reflection	18
9. Decision journal.....	18
10. Leadership identity.....	18
FINAL 90-DAY REVIEW	18
FINAL THOUGHTS	19
NEED SUPPORT DURING YOUR FIRST 90 DAYS?	19
First 90 Days Coaching Package	19

INTRODUCTION

Congratulations! You've just been promoted into a leadership role; but you might be thinking, 'what now?'. That feeling is completely normal, a move into leadership is more than a simple role change, it is a career transition. Often, people are promoted into leadership due to a strong performance as an individual contributor (IC), and this strong performance creates an assumption from organisations that you will be able to lead well. I believe that this assumption is why most businesses do not provide sufficient (or any) training or support for individuals newly promoted into a leadership role, and why so many first-time managers [fail](#).

The capabilities that helped you succeed as an individual contributor are not the same capabilities that will help you succeed as a manager. Many new managers struggle because they unknowingly continue to apply the mindset that made them successful before promotion. They think harder work, more expertise, and stronger technical knowledge will compensate for uncertainty.

Research on leadership transitions consistently show that early management effectiveness depends far more on relationship building, communication, trust creation and role clarity than technical expertise alone.

In the absence of high-quality training and support, if you can't make the shift to the required leadership skills and mindset very quickly, you will not succeed as a leader. Unfortunately, the impact of poor leadership has far reaching [consequences](#) to employees and the organisations they operate in.

That is why I have made it my mission to provide coaching and mentoring support to new and aspiring leaders. This guide is intended to highlight some of the key pitfalls new managers fall into and provide practical guidance to support your transition.

Common misconceptions new managers have

Many first-time managers enter their role with assumptions that unintentionally create problems.

Misconception	Resulting Behaviour
"I need to prove I deserve this promotion"	Managers overwork, micromanage, or make unnecessary changes
"I need all the answers"	Managers speak more than they listen
"The team expects me to be the smartest person in the room"	Managers don't consult their teams, ask for feedback, and make poor decisions
"Strong relationships mean being liked"	Managers avoid difficult conversations
"Results and people are competing priorities"	Managers overly focus on output and not team culture

The goal of your first 90 days is to build trust, understand the environment and create the conditions for long-term performance.

Why technical expertise alone is insufficient

There is no doubt that technical expertise provides you with initial credibility. But sustaining that credibility requires effective leadership. In my experience, teams become dysfunctional due to leaders who:

- Fail to communicate clearly
- Avoid difficult conversations
- Create unclear expectations
- Neglect relationships

- Make inconsistent decisions
- Underinvest in coaching and development

As a leader, your success is measured on what your team delivers, instead of your expertise. This requires a completely different approach to the one that may have led to your promotion in the first place, and it is a shift that requires constant conscious effort.

Why First Impressions Matter

Research into trust formation suggests that people form surprisingly durable impressions early in relationships. I have seen many new leaders lose the trust in their teams in just the first few interactions they have with them. This is why thoughtful leadership matters immediately.

Your team will quickly assess:

- Can I trust this manager?
- Do they listen?
- Are they fair?
- Do they understand our work?
- Will they support us?
- Will they hold people accountable?

Your first three months as a new leader are critically important for laying the foundation for how your team perceive and engage with you moving forward. Get it wrong, and you will need to work extremely hard to correct those perceptions.

What successful transitions have in common

Across industries and organisations, effective new managers tend to share several behaviours:

- ✓ They listen before acting
- ✓ They build stakeholder relationships early
- ✓ They clarify expectations
- ✓ They understand performance drivers
- ✓ They communicate consistently
- ✓ They balance empathy with accountability
- ✓ They focus on outcomes rather than activity

Leadership is hard. The good news is that, with the right support, the skills and behaviours that make leaders successful can be learned.

COMMON MISTAKES NEW MANAGERS MAKE

Time and again I see the same six mistakes arising from new managers. There are others, but being aware of, and avoiding the below through effective approaches, will build a great leadership foundation.

1. Trying to prove value too quickly

Many managers feel they must justify their promotion and so they dive into making changes or running initiatives before fully understanding the needs of their team.

This manifests itself through:

- Launching multiple initiatives
- Excessive activity

- Constant change
- Taking ownership of everything

What should you do?

A far better approach in the early days of your leadership tenure is to spend time talking and (mostly) listening to your team and other key stakeholders. Your goal should be to build a complete picture of what is working today, what needs fixing and why.

This will help you understand where you should direct your attention to have the most impact.

2. Making changes before understanding context

When you start any new role, you bring your own perspectives and experience with you. This means that you often have ideas about how things should or could work. Whilst fresh perspectives are very useful, early on, they can result in you seeing *apparent* inefficiencies.

This can cause managers to create immediate process changes, implement new rules, and make unnecessary restructures.

What should you do?

Before making any change, you need to understand the reason for the status quo. Processes exist for a reason; they have usually formed through iterations based on the team/organisations needs and strategy and have likely evolved multiple times. Spend time understanding the context in which you operate and the history behind the processes.

3. Acting like the team's top performer

You excelled as an IC, got the promotion, and now, as a leader, you want to continue to showcase your ability. It is completely understandable that you would continue to use the skills that made you successful as an IC, but it can become a hindrance to becoming a great leader.

Many new managers focus on solving everyone's problems and keeping or taking ownership of all the work; this usually results in them becoming a bottleneck.

What should you do?

The question you should constantly ask yourself is: *"How can I help others succeed?"* Identifying individual's strengths and their development areas will help you delegate work effectively; the aim should be to empower your team and help them to develop skills that allow them to deliver great work and grow professionally.

4. Avoiding difficult conversations

We naturally want to be liked, and new managers often fear damaging relationships. One of the most difficult things about leading people is giving them difficult feedback or managing performance issues. These conversations are the most important for developing people and creating high-performance, and yet many new managers delay giving feedback or dealing with performance issues. This creates frustration, and overtime, it amplifies issues making them harder to correct.

What should you do?

It is important that you learn how to give feedback effectively. This involves providing it early, being clear about the impact, resetting expectations, and supporting where you can.

I recommend using the [SBI method](#) for providing feedback. It is a simple framework but requires practice to master.

5. Neglecting stakeholders

Understandably, many new managers focus all their attention on their team. This is of course important, but not at the expense of engaging other stakeholders. Your team operates in a wider organisation and will interact with various other teams. Collaboration within an organisation is essential, and you will often need buy-in from numerous stakeholders to

move initiatives forward or make changes. Often, new managers will neglect stakeholder engagement which will result in limited visibility, missed expectations, and often create friction over decisions.

What should you do?

Find out who is who by mapping your stakeholders immediately. Understand who your team interact with, who can support you, and who can influence and make decisions. Take time to build relationships beyond your immediate remit and deploy an effective [stakeholder engagement](#) strategy.

6. Focusing on activity instead of outcomes

Linked to mistake 1 (trying to prove yourself) is showing that you are busy. Activity is visible, and so the mistake is focusing on having a large to-do list of tasks. This may manifest as having more meetings than necessary, a mountain of reporting, and a never-ending list of tasks. Busyness is not a sign of effectiveness.

What should you do?

Your starting point should be the result you want to achieve and then work backwards from there. An example of this might be your 1-2-1 meetings. An activity focused manager will measure success by having completed a 1-2-1 with every member of the team. An outcome focused manager will measure success of 1-2-1s by learning something that they didn't know before.

To help keep yourself outcome focused ask yourself:

- What are we trying to accomplish?
- How will we measure success?
- What business value will this create?
- What does "done" look like?
- How will we know we've succeeded?

FIRST WEEK PLAYBOOK

Day	Focus Area	Key Priorities	Actions	Reflection Questions
1	Establish Foundations	• Introduce yourself • Understand immediate responsibilities • Begin observing	• Meet your manager • Meet team members • Understand key objectives • Review business priorities	• What surprised me today? • What remains unclear? • Who appears influential?
2	Understand the Team	• Begin individual meetings	Schedule one-to-ones covering: • Current role • Biggest challenges • Strengths • Development goals	• What patterns am I seeing? • What concerns are emerging?
3	Understand Stakeholders	• Build organisational awareness	Meet key stakeholders. Ask: • What does success look like? • What works well? • What should improve?	• What expectations exist? • Where are tensions?
4	Understand Performance	• Review data	Analyse: • Objectives • KPIs • Engagement information • Team outputs	• What drives performance? • What blocks performance?

Day	Focus Area	Key Priorities	Actions	Reflection Questions
5	Consolidate Learning	• Review observations	Document: • Strengths • Risks • Opportunities • Key relationships	• What have I learned? • What assumptions must I challenge?

INTRODUCING YOURSELF AS THE NEW MANAGER

As we've established, first impressions matter. Below is a template for introducing yourself to your team.

Example introduction script

"Thank you for welcoming me into the team.

My initial focus is understanding how the team works, what is already working well and where I can support success.

I won't rush into changes before I understand the context. Over the coming weeks I'll spend time listening, learning and meeting individually with each of you.

My commitment is to be clear, fair and consistent. I believe strong performance and positive working relationships go hand in hand.

I look forward to working with you and learning from your experience."

What not to say

X "I've got lots of ideas for change."

X "Things will be very different now."

X "Here's how I did the role before."

X "Trust me."

QUESTIONS EVERY NEW MANAGER SHOULD ASK

As an experienced leader and coach, I am huge proponent of asking questions. The right questions can help you uncover important information that guide decisions that are impactful and help build trust with your team. Below are some example questions that you can ask yourself, your team, individual team members, and stakeholders.

Understanding the Team

1. What are you most proud of?
2. What helps this team succeed?
3. What should I know about the team?
4. What do new managers often misunderstand?
5. What works particularly well?

Understanding Performance

1. What drives strong results?
2. What prevents better performance?
3. Which metrics matter most?

4. What creates unnecessary work?
5. Where is effort wasted?

Understanding Culture

1. How would you describe team culture?
2. What behaviours get rewarded?
3. What behaviours create problems?
4. How are decisions made?
5. How are disagreements handled?

Understanding Strengths

1. What are your biggest strengths?
2. What skills are underused?
3. What expertise should be better leveraged?
4. What energises you?
5. When do you do your best work?

Understanding Frustrations

1. What's the biggest frustration?
2. What slows us down?
3. What would you stop if you could?
4. Where do customers become frustrated?
5. What conversations are being avoided?

Hidden Risk Questions

1. What concerns people are reluctant to raise?
2. What keeps you awake at night?
3. If performance dropped tomorrow, why might it happen?

Quick Win Questions

1. What small change would make the biggest difference?
2. Where could we improve in the next 30 days?

Engagement Questions

1. What makes people stay?
2. Why do people leave?
3. What helps people feel valued?
4. How do you like to be recognised?

BUILDING A RELATIONSHIP WITH YOUR MANAGER

Your manager is one of your most important stakeholders, but it surprises me how many of my clients either neglect this relationship or struggle to build it. There is often a fear of saying the wrong thing or sharing too much information and so the relationship becomes purely transactional.

It is essential to create a strong relationship as it provides:

- Context
- Guidance
- Sponsorship
- Visibility
- Development

I advise my clients to use the below checklist to help guide the first meeting with their manager, as it helps to set expectations and ways of working early and ensures the relationship gets off to the best possible start.

Success Expectations

- ☐ What outcomes matter most?
- ☐ What would excellent performance look like?
- ☐ What concerns exist?

Communication

- ☐ Preferred communication style
- ☐ Meeting frequency
- ☐ Reporting expectations

Decision Making

- ☐ What decisions can I make independently?
- ☐ When should I escalate?

Development

- ☐ What capabilities should I build?
- ☐ What feedback would be most valuable?

RUNNING YOUR FIRST TEAM MEETING

The first team meeting is a great opportunity to present yourself as the leader you intend to be. It helps let your team know key information about you, the way you work, and allows you to start building a picture the team dynamic and how they currently operate.

Your key objectives should be:

- Introduce yourself so your team know your background
- Explain your approach
- Build confidence and credibility with the team
- Create open dialogue

You should create a clear agenda, so the team know what to expect from the session. Subsequent team meetings may be shorter and will have a changing agenda, but the below is a good starting point for that first meeting:

Sample 60-Minute Agenda

0-10 Minutes

Introduction

- Who are you
- Your experience
- Why you joined the organisation

- What you are looking forward to
- A high-level view of your leadership style

10-20 Minutes

Current priorities

- What are the team currently focused on?
- What are your priorities over the next few weeks (e.g. speaking to each team member individually, understanding the business etc).

20-35 Minutes

Team strengths discussion

- What is going well?
- What do people enjoy most about the role?
- What are the team known for within the business?

35-45 Minutes

Challenges and opportunities

- What are the main blockers?
- What would people change if they could?

45-55 Minutes

Questions and feedback

- Reinforce that it is a safe space and you want all questions and honest feedback.

55-60 Minutes

Summary and next steps

- Capture any actions and ensure you follow-up.

Things to avoid:

- Talking too much
- Announcing immediate change
- Avoiding questions
- Making promises too early

Five Drivers of Credibility

The first meeting, and future interactions, can make or break how credible you seem to your team. There are five areas in which credibility is assessed:

Credibility factor	Signals	Practical actions you can take
Competence	Ask intelligent questions	Learn the business quickly and be honest about what you don't know
Consistency	Follow through on commitments	Summarise actions, commit to deadlines, and update regularly
Integrity	Act fairly and transparently	Address issues consistently
Communication	Provide clarity	Communicate often and provide context whenever you can
Decision Making	Make timely decisions and provide context	Seek input before decisions

THE 30-60-90 DAY BLUEPRINT

Use this blueprint as a working plan. Each phase has a clear purpose, a small number of outputs and evidence you can review with your manager. Adapt the timing to the needs of your role and team.

Do not try to complete everything at once. Choose three priorities each week, schedule the conversations that support them, and record what you learned.

DAYS 0–30: UNDERSTAND

Purpose: Your aim is to replace assumptions with evidence. Listen carefully, learn how work gets done and establish clear ways of working.

Focus	Outcome required	Practical actions	Evidence by phase end
Business and performance	Understand the team's purpose, customers, objectives, measures and current commitments.	• Review strategy, objectives, KPIs and current plans • Ask which measures genuinely drive decisions • Identify the top three performance strengths, risks and constraints	☐ One-page performance baseline completed ☐ Key measures and data owners confirmed ☐ No major commitment is unknown
People and capability	Understand each person's role, strengths, motivation, workload and development needs.	• Hold a structured one-to-one with every team member • Ask what helps and hinders their best work • Observe meetings and hand-offs before changing them	☐ One-to-ones completed ☐ Initial strengths and support map created ☐ Follow-up commitments recorded
Manager alignment	Clarify what success looks like and how you will work with your manager.	• Agree outcomes for 30, 60 and 90 days • Clarify decision rights and escalation triggers • Agree meeting cadence, reporting and feedback	☐ Success measures written down ☐ Decision boundaries understood ☐ Next review dates booked
Stakeholders	Understand who affects the team's success and what they need from you.	• Map influence, interest and relationship strength • Meet the highest-priority stakeholders • Record expectations, tensions and dependencies	☐ Stakeholder map completed ☐ Top relationships contacted ☐ Conflicting expectations visible
Trust and communication	Create early confidence through consistency, openness and follow-through.	• Explain how you intend to lead and learn • Keep a visible commitments log • Close loops and admit what you do not yet know	☐ Team knows what to expect from you ☐ Promises have owners and dates ☐ Communication rhythm established

Watch for	Weekly reflection
• Making structural or process changes without evidence • Talking more than listening • Confusing visibility with value • Promising outcomes before understanding constraints	• What do I know from evidence, and what is still an assumption? • Whose perspective is missing? • What have I committed to, and have I followed through?

DAYS 31–60: ALIGN

Purpose: Your aim is to turn learning into shared clarity. Confirm priorities, roles, expectations and the operating rhythm the team will use.

Focus	Outcome required	Practical actions	Evidence by phase end
Direction and priorities	Translate business needs into a small set of clear team outcomes.	• Share a summary of what you heard and test it • Agree three to five outcomes for the next quarter • Define what will stop, continue and start	☐ Priorities published in plain language ☐ Each priority has an owner and measure ☐ Deprioritised work is explicit
Roles and accountability	Remove ambiguity about ownership, decisions and hand-offs.	• Clarify role outcomes, not just task lists • Use a simple RACI or decision-rights map where needed • Agree how missed commitments will be handled	☐ People can explain their top outcomes ☐ Gaps and overlaps resolved ☐ Escalation route understood
Team ways of working	Create a repeatable rhythm that supports delivery and healthy challenge.	• Agree purpose and format for one-to-ones and team meetings • Set expectations for updates, decisions and documentation • Remove meetings or reports that do not support an outcome	☐ Operating rhythm documented ☐ Meetings have clear purposes ☐ Information reaches the right people
Stakeholder alignment	Convert stakeholder input into clear mutual commitments.	• Confirm what the team will deliver and by when • Clarify what support or input is required in return • Resolve conflicting priorities with the relevant decision-maker	☐ Key expectations confirmed ☐ Dependencies have owners ☐ No unresolved conflict is hidden
Early improvement choices	Select one or two changes that are useful, proportionate and evidence-led.	• Assess benefit, effort, risk and reversibility • Involve the people closest to the work • Define a baseline and success measure before starting	☐ Improvement case agreed ☐ Owner, measure and review date set ☐ Affected people understand the reason

Watch for	Weekly reflection
• Too many priorities • Roles described but not understood • Meetings added without removing anything • Agreement assumed because nobody challenged	• Can each person explain what matters most and why? • What have I explicitly deprioritised? • Where does accountability remain unclear?

DAYS 61–90: IMPROVE

Purpose: Your aim is to deliver a small number of meaningful improvements while building the habits that sustain team performance.

Focus	Outcome required	Practical actions	Evidence by phase end
Targeted delivery	Complete or materially advance the agreed improvements.	- Review measures weekly - Remove blockers or escalate quickly - Communicate progress, decisions and trade-offs	☐ Evidence of movement against baseline ☐ Benefits and lessons captured ☐ Stakeholders receive concise updates
Performance and feedback	Make expectations and feedback part of normal work.	- Give specific, timely feedback using facts and impact - Recognise strong contribution clearly - Address recurring missed commitments early	☐ No significant issue is being avoided ☐ Feedback is two-way ☐ Support and consequences are clear
Delegation and development	Shift suitable ownership to the team with the right support.	- Identify work you are unnecessarily holding - Match tasks to readiness and development goals - Agree outcome, boundaries, check-ins and authority	☐ More decisions made at the right level ☐ Manager bottlenecks reduced ☐ Development opportunities visible
Decision quality	Make timely decisions and explain the reasoning.	- Define who advises, decides and delivers - Record material decisions and assumptions - Review outcomes without rewriting the original rationale	☐ Decision ownership is clear ☐ Fewer decisions are repeatedly reopened ☐ Lessons influence future choices
Sustainable leadership rhythm	Protect time for leadership rather than returning to individual contribution.	- Review calendar against priorities - Keep regular one-to-ones, team reviews and stakeholder touchpoints - Schedule a 90-day review with team and manager	☐ Operating rhythm is maintained ☐ Time reflects leadership priorities ☐ Next 90-day focus agreed

Watch for	Weekly reflection
- Launching further initiatives before existing ones land - Taking work back when pressure rises - Using urgency to avoid coaching or consultation - Treating early progress as proof that trust is established	- What measurable improvement can the team point to? - Where am I still the bottleneck? - What leadership habit must I now sustain?

THE 180-DAY EXTENSION

The first 90 days establish credibility. The next 90 days test whether your leadership approach works consistently without relying on personal heroics.

Checkpoint	What should be true	Evidence to review	If it is not true
30 days	- Context understood - Relationships started - Expectations clarified	- Learning summary - Stakeholder map - Manager agreement	Pause major change and close the most important knowledge or relationship gaps.
60 days	- Priorities aligned - Roles clearer - Operating rhythm agreed	- Published priorities - Role and decision map - Meeting cadence	Reduce priorities, resolve ownership and restate what will not be done.

Checkpoint	What should be true	Evidence to review	If it is not true
90 days	- Targeted improvements underway - Feedback and accountability visible - Credibility growing	- Measure movement - Commitment log 90-day review feedback	Diagnose the blocker before adding activity. Reset ownership, support or scope.
180 days	- Leadership approach is consistent - Capability is developing - Performance is more sustainable	- Team outcomes - Engagement themes - Delegation and development evidence	Review whether your habits, team design or stakeholder system needs to change.

NEW MANAGER TRANSITION BENCHMARK

Use the benchmark as a discussion aid. Rate each indicator from 1 to 4 and identify the single area that would make the biggest difference next.

Rating	Meaning
1	Not yet evident
2	Inconsistent or dependent on the manager
3	Consistent and understood
4	Embedded and improving

Stage	Leadership indicators	Team indicators	Performance indicators	Evidence questions
30 days	- Listens before acting - Keeps commitments - Seeks feedback	- People speak openly - Roles and concerns are surfaced	Baseline and constraints understood	- What changed in my understanding? - Who have I not heard from?
60 days	- Creates direction - Clarifies expectations - Resolves conflict	- People can state priorities - Ownership is clearer	Measures and improvement choices agreed	- Can everyone explain what matters? - What has stopped?
90 days	- Gives feedback - Delegates with clarity - Makes timely decisions	- Challenge is constructive - Commitments are owned	- Early improvements evidenced - Operating rhythm established	- What is measurably better? - Where am I still a bottleneck?
180 days	- Develops others - Adapts leadership approach - Sustains accountability	- Capability and trust strengthen - Team solves more without escalation	- Performance is repeatable - Risks are managed earlier	- What continues without me? - Which capability is stronger?

INTERACTIVE 90-DAY PLANNER

How to use it: Complete the plan at the start of each week. Keep no more than three priorities. At week end, record evidence and carry forward only work that still matters.

Week	Core focus	Conversations to schedule	Minimum useful output
1	Establish foundations	Manager expectations; team introduction	Success outcomes and ways of working recorded
2	Understand people	Individual one-to-ones	Strengths, needs and concerns map
3	Understand stakeholders	Priority stakeholder meetings	Stakeholder map and expectation log
4	Understand performance	Review measures, work and risks	Performance baseline and 30-day learning summary
5	Share what you heard	Team sense-check and manager review	Validated themes and open questions
6	Set direction	Priority and outcome workshop	Three to five team outcomes
7	Clarify ownership	Roles, decisions and hand-offs	Ownership and decision map
8	Agree operating rhythm	Meeting and communication review	Simple team cadence
9	Choose improvements	Benefit, effort and risk discussion	One or two defined improvements
10	Deliver and unblock	Progress and stakeholder check-ins	Visible movement against baseline
11	Strengthen accountability	Feedback and commitment reviews	Issues addressed and support agreed
12	Delegate and develop	Delegation conversations	Ownership transferred with boundaries
13	Review and reset	Team, stakeholder and manager review	90-day evidence and next-quarter plan

REUSABLE WEEKLY PLANNING PAGE

Plan	Your notes
Week and phase	Week: _____ Phase: Understand / Align / Improve
Three outcomes	1. _____ 2. _____ 3. _____
Key conversations	Who? _____ Purpose? _____ By when? _____ _____

Plan	Your notes
Leadership action	One thing I will delegate, decide, clarify, coach or stop: _____
Risks and support	Risk/assumption: _____ Support or escalation needed: _____
Evidence	What will be observably different by Friday? _____
Friday reflection	What did I learn? _____ What surprised me? _____ What assumption changed? _____
Next commitments	Action: _____ Date: _____ Action: _____ Date: _____

WEEKLY JOURNAL PROMPTS

Area	Prompt	Action to record
Value	Where did I add the most value as a manager, rather than as an individual contributor?	Do more / do less
Clarity	Where did I create clarity? Where did I create confusion?	Message or expectation to reset
Relationships	Which relationship strengthened? Which needs attention?	Conversation to schedule
Feedback	What feedback did I give, receive or avoid?	Feedback action and date
Delegation	What did I hold onto that someone else could own?	Work to transfer
Decisions	Which decision is stuck or repeatedly reopening?	Decision owner and deadline
Wellbeing	What pattern in my time or energy is becoming unsustainable?	Boundary or support required

COACH'S CORNER: TEN PRACTICAL TOOLS

Use one tool at a time. Each tool should end with a decision, conversation or behavioural commitment.

1. Stakeholder map

Purpose	How to use it	Practical output	Coaching question
Prioritise the relationships that affect team success.	List stakeholders. Rate influence, impact, expectation clarity and relationship strength from 1–5.	Choose the top five. Record what they need, what you need and the next useful conversation.	Which relationship could most accelerate or block the team?

2. Leadership values reflection

Purpose	How to use it	Practical output	Coaching question
Turn personal values into observable leadership behaviour.	Select three values. For each, describe what colleagues should see when pressure is high.	Write one “I will” and one “I will not” behaviour for each value.	Where might two of my values conflict?

3. Communication audit

Purpose	How to use it	Practical output	Coaching question
Check whether communication creates clarity and action.	Review recent messages and meetings for purpose, audience, frequency, consistency and feedback loops.	Stop one low-value update. Improve one important message. Add one route for questions.	What do people still have to guess?

4. Time allocation review

Purpose	How to use it	Practical output	Coaching question
Align calendar time with leadership priorities.	Tag one week of time: delivery, people, stakeholders, planning, administration and recovery.	Identify one activity to stop, shorten, delegate and protect. Rebuild next week's calendar.	Does my diary reflect what I say matters?

5. Delegation assessment

Purpose	How to use it	Practical output	Coaching question
Move ownership without abandoning support.	List recurring work. Assess importance, risk, readiness and development value.	For one task agree outcome, boundaries, authority, check-ins and learning review.	Am I retaining this because of risk, habit or identity?

6. Team trust review

Purpose	How to use it	Practical output	Coaching question
Identify specific conditions that strengthen or weaken trust.	Rate openness, reliability, fairness, competence and follow-through from 1–5. Add examples.	Choose one behaviour you will demonstrate consistently for four weeks.	What might the team be reluctant to tell me?

7. Difficult conversation planner

Purpose	How to use it	Practical output	Coaching question
Prepare a direct, fair and useful conversation.	Write the facts, observed behaviour, impact, expected standard and support available.	Plan the opening, questions, agreed action, owner, date and follow-up.	Am I describing evidence or interpreting motives?

8. Feedback reflection

Purpose	How to use it	Practical output	Coaching question
Improve the quality and balance of feedback.	Review feedback given and received. Look for patterns in timing, specificity, source and your response.	Ask one trusted person for targeted feedback and act visibly on one theme.	What feedback do I dismiss, and why?

9. Decision journal

Purpose	How to use it	Practical output	Coaching question
Improve judgement and reduce hindsight bias.	Record the decision, options, assumptions, evidence, risks, owner and review date.	At review, compare expected and actual outcomes. Capture one lesson.	What evidence would change my mind?

10. Leadership identity

Purpose	How to use it	Practical output	Coaching question
Define the leader you intend to become through behaviour.	Complete: "As a leader I want to be known for..." Then choose three supporting behaviours.	Ask: What must I start, stop and continue? Share one commitment with the team.	What would people observe if this identity were real?

FINAL 90-DAY REVIEW

Review area	Evidence and questions	Next commitment
Business and performance	- What outcomes moved? - What is the current baseline? - Which risk needs action?	_____
Team and capability	- What strengths are better used? - Who needs support or stretch? - What issue remains unspoken?	_____
Relationships	- Which relationships are now effective? - Where are expectations still misaligned?	_____

Review area	Evidence and questions	Next commitment
Leadership habits	• What do I do consistently? • Where do I revert to individual contributor behaviour?	_____
Next 90 days	• What are the three outcomes? • What will I stop? • What support do I need?	_____

FINAL THOUGHTS

The first 90 days are about building the foundations for sustained performance: understanding context, forming trusted relationships, creating clarity and following through consistently.

Leadership is a transition from delivering results yourself to creating the conditions in which other people can succeed. Confidence does not come from having every answer. It grows when you use a clear process, ask better questions, make proportionate decisions and learn from the evidence.

NEED SUPPORT DURING YOUR FIRST 90 DAYS?

[LeadReady Coaching](#)

First 90 Days Coaching Package

Moving into management is one of the most significant career transitions professionals make. While some organisations provide management training, relatively few offer personalised support during the moments that matter most.

The [LeadReady Coaching](#) First 90 Days Package is designed specifically for professionals making the transition from individual contributor to people leader.

Who It Is For

- Newly promoted managers
- Team leaders
- Emerging leaders
- Professionals managing former peers
- External hires entering leadership positions

What Is Included

- One-to-one leadership coaching
- First 90-Day transition planning
- Stakeholder mapping support
- Difficult conversation coaching
- Leadership confidence development
- Accountability and reflection sessions
- Practical tools and templates

Expected Outcomes



Participants typically report:

- Greater confidence in decision making
- Stronger stakeholder relationships
- Improved communication effectiveness
- Clearer leadership identity
- Better prioritisation
- Faster leadership transition

The aim is to help new managers ask better questions, make better decisions and develop leadership habits that sustain performance over the long term.

