

90-Day New Leader Roadmap

Your transformation from individual contributor to heart-centered leader

From "The Heart in Leadership Answer" by Guy Melton | www.heartinleadershipanswer.com

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Remember the B.A.S.I.C.S. Framework

B BELIEF in People's Potential

A AUTHENTICITY That Builds Trust

S SERVICE Over Self-Interest

I INITIATIVE That Creates Opportunity

C CURIOSITY That Drives Connection

S SYSTEMS Thinking That Scales Success

Phase 1: Listen and Learn

Days 1-30

Week 1: Individual Discovery

- Schedule 1-on-1s with each team member
- Ask about career goals and aspirations
- Learn their preferred feedback style
- Understand what motivates them
- Identify their current challenges

Week 2-3: Observe Operations

- Shadow team members in action
- Map current decision-making processes
- Note informal leadership dynamics
- Observe customer interactions
- Document system pain points

Week 4: Relationship Building

- Remember personal details shared
- Follow up on previous conversations
- Adapt your communication style
- Show genuine interest in growth
- Create informal connection time

Key Questions to Ask

- "What would make your job easier?"
- "Where do you want to grow?"
- "What's working well for you?"
- "What frustrates you most?"
- "How can I best support you?"

⚠️ Avoid This Common Mistake

Don't try to fix everything immediately. Your job in Phase 1 is to understand, not to solve.

Phase 2: Support and Develop

Days 31-60

Week 5-6: Obstacle Removal

- Fix identified system inefficiencies
- Streamline approval processes
- Remove bureaucratic barriers
- Provide needed tools/resources
- Address team frustrations

Week 7: Skill Development

- Begin individual coaching sessions
- Focus on middle 60% performers
- Create peer learning opportunities
- Practice with role-playing
- Share your own failures/lessons

Week 8: System Improvement

- Implement ENGAGE meeting framework
- Create psychological safety
- Redesign recognition programs
- Build feedback systems
- Establish team rituals

Recognition Implementation

- Recognize diverse contributions
- Celebrate effort, not just results
- Create peer appreciation systems
- Make recognition specific/timely
- Avoid predictable patterns

Key Development Actions

- Apply "Golden Retriever Problem" solution: 70% coaching time with middle performers
- Use three essential questions: "When are you at your best?" "What's different when difficult?" "What one change would help?"
- Remember: You can't motivate, but you can remove demotivators

✓ 60-Day Success Milestone

Team members should approach you with ideas and solutions, not just problems. If still waiting for your answers, revisit your development approach.

Reading People Types

Analyst: Build systematic approaches
Connector: Leverage relationships
Driver: Channel competition
Advisor: Support consultation

ENGAGE Framework

E - Establish safety & purpose
N - Navigate with structure
G - Generate participation
A - Apply immediately
G - Generate commitment
E - Evaluate & evolve

Phase 3: Build and Grow

Days 61-90

Week 9-10: Culture Creation

- Establish team values together
- Model vulnerability appropriately
- Create failure-friendly environment
- Build collaborative systems
- Strengthen psychological safety

Week 11: Development Planning

- Create 90-day growth plans
- Identify stretch opportunities
- Build succession thinking
- Design peer mentoring pairs
- Plan leadership exposure

Week 12: Delegation Practice

- Give away decision authority
- Create ownership opportunities
- Support different approaches
- Celebrate independent thinking
- Build your replacement

Week 13: Leadership Confidence

- Make bigger decisions
- Take calculated risks
- Share lessons from failures
- Ask for feedback openly
- Plan beyond 90 days

Critical Leadership Shifts

- From "The Expert" to "The Developer of Experts"
- From "The Problem Solver" to "The Capability Builder"
- From "The Irreplaceable One" to "The Multiplication Leader"
- Remember: Your job is to make them successful, not to be successful yourself

Beyond 90 Days: Sustaining Momentum

Monthly Rhythms

- Individual development check-ins
- Team culture assessment
- Recognition program review
- Obstacle identification/removal
- Success story sharing

Quarterly Focus

- Strategic planning with team
- Succession readiness review
- Leadership pipeline assessment
- Culture evolution planning
- Personal growth reflection

✓ 90-Day Transformation Milestone

Your team should be solving problems you didn't know existed, in ways you wouldn't have thought of. If they're still doing things exactly your way, you haven't truly developed them—you've just created followers.

"The greatest privilege of leadership is watching someone become who they were always capable of being."

- Guy Melton

Remember: You're Always Leading

Your team is watching everything—how you handle pressure, treat others, respond to mistakes, and maintain integrity. Lead like you know people are watching, because they are.