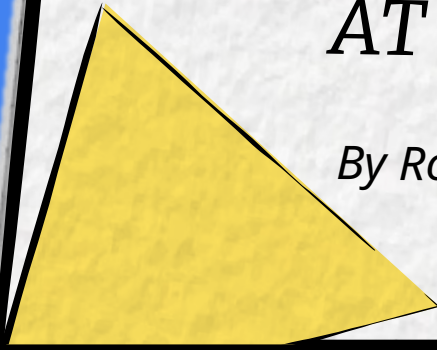




4 THINGS
YOU ABSOLUTELY
MUST DO
IN YOUR FIRST
90 DAYS AS A
**NEW
MANAGER**

(AND 1 THING
TO AVOID
AT ALL COSTS)



By Rosanna Campbell

ROSANNA CAMPBELL

Freelance content writer who writes about People management, technology, and the future of work. Her diverse career has spanned roles in human resources management, recruitment, training and product marketing—always with a focus on using language to connect, engage and inspire change. To find out more, visit her website rosannacampbell.com.



2 CONTENTS

4 WHY
MANAGERS MATTER

8 FOUR THINGS YOU
MUST DO AS A NEW
MANAGER IN YOUR
FIRST 90 DAYS

- 9 BUILD A SHARED TEAM IDENTITY
- 13 CREATE A LEARNING ENVIRONMENT
- 16 ESTABLISH YOUR GOALS
- 19 BUILD TRUSTING RELATIONSHIPS

22 ... AND ONE THING TO AVOID
AT ALL COSTS!

- 25 SUMMARY
- 28 KEY TAKEAWAYS
- 29 RESOURCES



That's it?

Back in 2009, a team of data analysts at Google were charged with a single mission: find out what makes a great manager.

Several months, and millions of data points later, the team produced a list of 8 key insights into why some managers led their teams to victory, and others crashed and burned.

And they were staggeringly, stunningly obvious. Instead of finding surprises, the team found that great managers “had a clear vision and strategy,” “helped employees with career development,” and were “results-oriented.”

So far, so generic. Laszlo Bock, then the VP of People Operations at Google, **remembers**: “My first reaction was, ‘That’s it?’”

It turns out that what makes a great manager isn’t a question of knowing what you’re supposed to do. The hard part is making it happen. Especially when, like most new managers, you have limited time, little training, and plenty of pressure on your shoulders.

Being good at management isn’t something we’re born with—it’s something we all have to learn. And, for most new managers, the task can feel overwhelming. Even if you have access to management training, it’s usually theoretical and hard to put into practice.

So that’s why we created this guide. Instead of telling you what you’re supposed to do (you already know that!), we’ll tell you how you can actually do it. We’ve gathered together the expertise of 4 experienced managers, from widely different backgrounds, managing totally different teams. In this guide, you’ll find:

- What experienced managers wish they’d known when they first started;
- The best management advice they’ve ever been given;
- What to do in your first 90 days as a new manager to get off to a flying start;
- What you should avoid doing at all costs—and why.

At *People Managing People*, our mission is to build a better world of work, one manager at a time. We hope this guide will help you become one of the greats.

WHY MANAGERS *MATTER*

When I was a naive 17-year-old planning to change the world, my dad told me that, if I really wanted to make a difference in people's lives, I should become a great manager. At the time I dismissed him—I was 17, that was my full-time job. But these days I think he might have had a point.

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

After all, managers make an enormous difference to the companies they work for and the people they manage. For instance:

- **50% of US employees** have quit their jobs to get away from a bad manager;
- Teams managed by great managers are at least **23% more productive**;
- Businesses with top-scoring managers grow **1.4% faster** than those with average managers;
- Great managers are **significantly more important for business success** than great employees;
- Around **70% of employee engagement** comes down to the manager;
- Employees with a great manager are **less likely to struggle with their mental health, less prone to anxiety and depression**, and are **happier at home**.

In other words, companies with great managers are richer, more productive, and more likely to survive. And, more importantly (at least for the idealistic 17-year-old in all of us), they are also filled with happier, healthier employees.

Great managers may not save the world, but they make a huge difference to the wellbeing of the people around them.

So why do companies invest so little in training their managers? Studies show that nearly **half of all managers have received no management training at all**.

Nor are managers given time to learn how to manage: roughly half of all new managers reported **no reduction of their non-management workload** when they first assumed management responsibilities.

And, even when companies do invest in management training, **less than 2% of new managers** say that it made them feel “very prepared” to do the job.

So, if managers play such vital roles in organizations, what’s going on? Why do so few organizations invest in giving their managers the time, training and resources they need to succeed in the role?

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager
(and 1 Thing to Avoid at All Costs)



Businesses with
top-scoring managers
grow **1.4%** faster
than those with average managers

50%

of US employees
have quit their jobs to get away
from a bad manager

Teams managed by
great managers
are at least

**23% more
productive**

Great managers are
significantly more important
for business success
than great employees

Employees with a great
manager are

less likely
to struggle with
their mental
health,
less prone
to anxiety
and depression,
and are happier at home

Around
70% of employee
engagement
comes down to
the manager

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

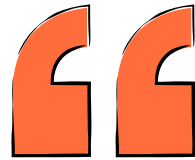
It may be that we tend to think of management skills as innate, rather than learned. After all, managers have been promoted for their individual performance—therefore they should already have the skills and training they need to succeed as a manager, right?

Wrong. As Harvard professor Michael Beer points out, we tend to think of organizations as an “aggregation of individuals”, **but management is a collaborative activity**, not an individual one.

What makes a great manager is the success of the people they manage, not their own personal triumphs.

In other words, what got you into the role of manager won't help you to be a great manager.

Here's what you should focus on instead—according to those who have done it.



Great managers may not save the world, but they make a huge difference to the wellbeing of the people around them.



FOUR THINGS YOU MUST DO AS A NEW MANAGER IN YOUR FIRST 90 DAYS

The first 90 days as a new manager can feel overwhelming. You want to make a great impression on your own manager and your team. You might feel under pressure to make sweeping changes, to demonstrate that you're the right person for the job.

Take a breath. Instead of trying to do everything all at once, here are the four areas where you should focus your attention, according to some highly experienced and successful managers.

1

BUILD A SHARED TEAM IDENTITY



*Interview with **Matteo Vasirani**, Senior Manager of Data Science at Github.*

Matteo started managing a team back at Electronic Arts in 2019, and moved into his current role as a Senior Manager at Github 9 months ago. He manages a small but growing team of data scientists, analysts and engineers, working remotely from all over the world.

PMP: What should every new manager do in the first 90 days?

Matteo: You should get clarity on your team identity.

If you're joining an existing team, invest your time on understanding what unites them and brings them together. If you're managing a new team, then it's your role to help lead that discussion.

I spent my first week at Github sitting down with the rest of the team and working through questions like:

- Do we think we have the right name for our team?
- What should we be called?
- What's our mission?
- What's our role in the company?
- What do we have in common when it comes to our goals and objectives?

It has to be a collaborative process. I wanted to work with the team to decide together why we were there, what should distinguish us.

Building a shared identity together can be a very powerful construct—it's like your team football shirt! It generates a real sense of belonging. You aren't just some random group of people, you're working together because you share a mission, a vision for your role in the company, and you have a team name that reflects who you are.

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

PMP: How should new managers learn how to become great managers?

Matteo: Usually, you're just thrown into the arena and told, "OK, now you're a manager. Do managing!" I mean, sure, we have some great learning resources here, but so much of it is online and you can't really learn management from a digital course.

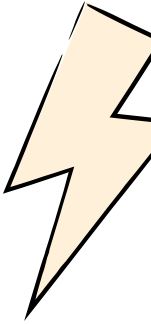
I've found that, in most organizations, there's much less of a focus on training managers versus training technical skills. Maybe it's just so much harder to teach. Really, when it comes to managing, you have to learn by doing.

Something I've found very helpful here at Github is our **mentorship program**. If I had to advise another new manager, I'd definitely recommend finding an experienced manager to talk to—one who isn't in your reporting line. It's great to get a different perspective, and have a candid environment where you can share your challenges and get some support.

Also, remember to reach out to your network outside of your current organization. For instance, I still have a good relationship with my previous manager. We get together maybe once a quarter, and I'll ask him for advice, see what he suggests.

“

If I had to advise another new manager, I'd definitely recommend finding an experienced manager to talk to—one who isn't in your reporting line.



PMP: What's the best piece of management advice you've ever been given?

Matteo: Feedback is the best way to learn.

I learned this from my previous manager, who was really into giving frequent feedback. At the beginning, it actually made me a little nervous—like, this guy is correcting my work all the time! Am I doing a bad job? But, over time, I got used to his approach and started to find it incredibly helpful.

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

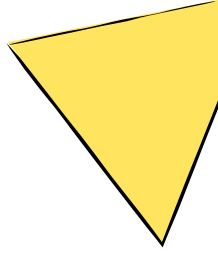
Feedback at work should never be like a teacher telling you what you did wrong. It should just feel like an extra pair of eyes, someone to watch what you're doing and spot things that you might have missed. It's information for you to consider and process, not a handing out of grades.

Criticism can be demotivating, but thoughtful feedback can actually be reassuring and motivating. You're giving your team the message: "I see your potential, and I want you to be a top performer, so I'm going to let you know whenever I see something that's getting in the way of your top performance."

If you're a new manager, I highly recommend offering your direct reports a lot of detailed feedback. But, for this approach to work, you have to be really mindful about your tone. Make sure you never come across as authoritarian—always emphasize that it's OK to disagree with you.

It's all about creating that **psychological safety**, so everyone feels confident having candid conversations and sharing their feelings and their feedback.

I'd also suggest that you explain in advance, when you first start working together, that you'll be providing extensive feedback to everyone, and that you welcome (and expect!) them to give you feedback too. Otherwise they might feel defensive or under pressure.



Feedback at work should never be like a teacher telling you what you did wrong.

PMP: What are some practical tools you use that work well with your team?

Matteo: Document your team's performance in real time.

For instance, I always have a Google Doc on the go. Every time someone on my team completes a project or does something great, I add it to that document.

I might copy-paste from a Slack chat, or post a link to a new piece of documentation, or it could even be a copy of an email, plus the date. That's it—it takes 30 seconds. But then I have a really detailed report of everything we've accomplished each week.

This is so helpful because I don't have to rely on my memory when I meet with leadership. I used to have to spend an hour before every check-in with my managers to refresh my memory, but now I have it all to hand.



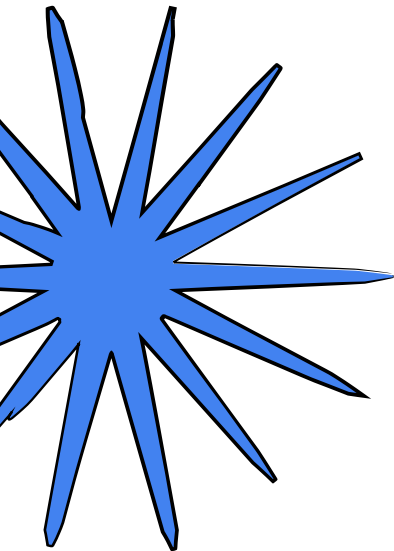
When you onboard a new team member, remember to tell them how you work, and how to work with you.

It's part of a manager's job to advocate for my team and highlight our contributions towards the bigger company goals, and this document makes that so much easier. It's simple but very effective.

And also, when you onboard a new team member, remember to tell them how you work, and how to work with you.

I have a meeting with each new team member report when they join. I'll start by finding out more about them, who they are as a person, how they like to be managed, what's important to them.

But I'll also make sure I walk them through my principles from the very beginning. I like to really say from the get-go, "OK, this is how I see the world. This is what I value in my teammates. This is what's important to me." So there's total transparency and no surprises for them. They know what I expect from them and what they should expect from me.



2

CREATE A LEARNING ENVIRONMENT



*Interview with **Cara Brennan Allamano**,
Chief People Officer at Lattice.*

Cara has worked in HR for over 20 years, across multiple industries and for businesses with everything from 200 to 200,000 employees. Her career highlights include founding the People team at Pinterest, and leading a team of over 130 HR professionals for Udemy. Today, she is the Chief People Officer at Lattice. A self-described “nerd” for all things People, and HR leader at a company that has won multiple Best Place to Work Awards, you could say that Cara knows a thing or two about management.

PMP: So, Cara, what should every new manager do in the first 90 days?

Cara: Listen, ask questions and learn. I think that learning is the key lever to both individual and organizational growth.

In organizations, we usually think of learning in terms of skills acquisition. But lately, I think we’re broadening the definition of the kinds of learning that can create that business impact.

For me, learning is just growing and those opportunities for growth are what make people want to stay with their current employer.

So, if I’m a new manager, my priority is to understand how to support my team’s curiosity. This means talking to each team member to understand what they want to learn and where they want or need to grow. Then I map out our team in terms of our learning needs:

- Where do we need to build out a particular skill or strength?
- Which employees are eager to take on new challenges and learn new skills?
- Where might we need to bring someone in to fill in a skills gap?
- What do I (as the manager) need to learn and how can I go about learning it?

You’re incredibly lucky to have your team. There are so many other places where they could be working and the competition for top talent is high!

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

So it's your job to understand their motivations for choosing this organization and this team, and what really drives them and engages them. Then, it's a question of activating that curiosity and drive so you can amplify the impact your team can have on the organization.

PMP: What's the hardest thing about shifting from being an individual contributor to managing a team for the first time?

Cara: I think that one of the hardest things is that what got you to the manager role is not what makes you successful in the manager role.

Often, you get promoted because you're an outstanding individual contributor. You've been valued for your expertise, your confidence, your ability to consistently deliver against individual goals and objectives.

But you have to flip that when you get to be a manager. What makes you a great leader and a great manager is your humility, your empathy, your ability to understand and listen. And that can be a really challenging transition.

The best way to set yourself up for success is to start having vulnerable conversations with people. Be prepared to say, "Look, I'm brand new to this" and work to create a network of people you can turn to for advice—because there will be times when you'll need help.

“

What makes you a great leader and a great manager is your humility, your empathy, your ability to understand and listen.

That's just going to happen. So prepare for it, and be ready for it, and make sure you have some trusted partners around you that you can be honest with when the time comes.

PMP: What's the best piece of management advice you've ever been given?

Cara: Hire people that are better than you.

When you hire people that you believe in, and you feel like you can trust them and learn from them, it makes your job so much easier—and it keeps things interesting too!

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager
(and 1 Thing to Avoid at All Costs)

PMP: Is it possible to learn to be a great manager, or is it something that just comes naturally to certain people?

Cara: Nobody is born with the inherent ability to manage other people. Nobody.

I've worked with some of the most amazing leaders in the world—the kind of people that have taken companies from zero to \$20 billion in 5 years. They might be born with charisma or a magnetic personality—and sure, those traits can potentially be part of being a good leader.

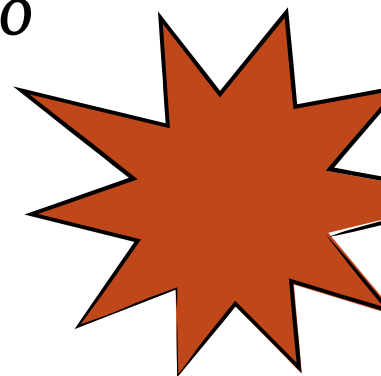
But management is a skill in and of itself. When you see someone you think of as a great leader, there's always been a tremendous amount of work that's gone into making that happen.

The leaders I've seen who are really good at the job usually have a trusted mentor, coach or teacher that they've learned from. They also make it a priority to learn on the job by constantly asking for feedback.

When I think about what makes a truly great manager, it comes down to that curiosity, that desire to learn and grow. That, coupled with great listening skills, the belief that everyone they work with has a ton of potential, and being really open to feedback.



When I think about what makes a truly great manager, it comes down to that curiosity, that desire to learn and grow. That, coupled with great listening skills, the belief that everyone they work with has a ton of potential, and being really open to feedback.



3

ESTABLISH YOUR GOALS



*Interview with **Tim Reitsma**, General Manager of People Managing People.*

With over 15 years of leadership experience, Tim is a coach, mentor, speaker, advisor, and leadership thought leader. As the GM of People Managing People, he spends most of his time talking to the world's most experienced managers, startup founders, HR leaders and CEOs about how we can build a better world of work.

PMP: What is the one thing that every manager needs to figure out in their first 90 days on the job?

Tim: Your first job is to understand what you're responsible for and what you're expected to deliver as a team. I call it the CRA of leadership: Clarity, Responsibility, and Accountability.

So, in the first few days, sit down with your boss and get a strong sense of clarity on your team mission:

- What are the goals for my team?
- How were those goals determined?
- Who set them up?
- Are we currently on track for those goals?
- Who's responsible for what?
- How do those goals align with the corporate objectives?
- How are my team goals going to support the vision of the organization?

From there, I would then sit down with every member of my team and just get curious and ask them questions:

- How do you know if you're on track with your work?
- As a team, how do we know that we're doing what we need to be doing?
- How clear are you on your goals? Have they been well-communicated?

Once you have that firm understanding, you can really start being a manager. Because then you know how to coach, what to coach on, who's performing, who's not performing. Maybe you need

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

to set up new goals. Maybe you need to set up a new strategy. But, without that foundation, you're just coming in and trying to tell people what to do.

Once you've helped develop a collective sense of clarity on your goals and objectives, and you've all got a clear understanding of who is responsible for each task and project, it's time to establish you're going to hold people accountable.

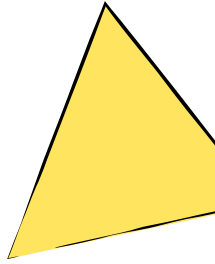
Accountability is kind of a sticky, awkward, even a scary word. But I think of accountability as simply asking ourselves "Are we doing what we said we were going to do?"

If not, let's figure it out! But if you have no way to measure how you're doing, you have no way to know how to lead your team in the right direction.

PMP: What's the best piece of management advice you've ever been given?

Tim: A few years ago I was struggling with a frustrating work situation. I mentioned the problem to an instructor in an Executive Leadership Program I was attending, and he gave me this great piece of advice.

He said "Tim, you have three choices: Change, change, or change. You can change yourself. You can try and change the organization. Or you can change your job.



Talk to your team and figure out why they haven't bought it.

As a new manager, you might feel pretty uncomfortable at the beginning. Maybe things aren't going according to plan. So, maybe you need to change your attitude. Take a look at the plan you came in with! Talk to your team and figure out why they haven't bought it.

Or, possibly, you need to change the organization. In that case, it's time to use your toolkit of management tools to figure out what the issue is and how you can help to move through it. It might be helpful to take on the role of a coach.

Sit down with your team one-to-one and ask questions like:

- What's preventing us from being able to do this?
- How could you contribute to the success of this project?
- What gets you excited about this project?

Or, of course, maybe this is an opportunity to go be a manager somewhere else!

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

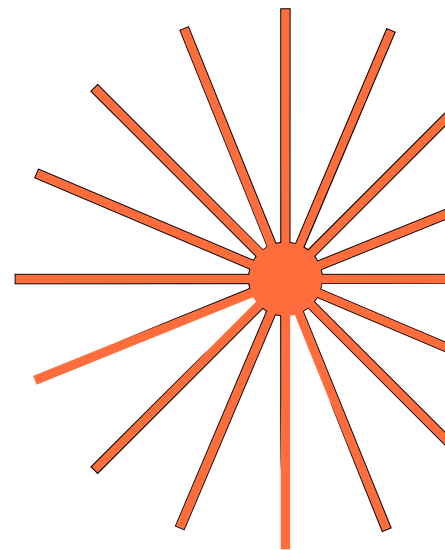
PMP: You mention a management toolkit. What's the most important tool for new managers to master?

Tim: How to ask good questions! I wish I'd learned that earlier. Being a manager doesn't mean you just need to do all the talking. It's much more about asking good questions, without coming across as condescending or confrontational.

Bad questions usually start with the word "Why": Why did you do that? Why did this go wrong? "Why" questions tend to make people defensive. Instead, try asking "How" and "What" questions:

- Walk me through your process. What did you do first?
- How did you approach the situation?
- How did you arrive at your conclusion?
- What can I do here that would be helpful for you?

And remember to keep things open-ended, so you can get a complete picture. So don't ask "yes" or "no" question—invite people to tell you their thought process.



4

BUILD TRUSTING RELATIONSHIPS



Interview with Lorie Corcuera, the Director of People and Belonging at Timbre Games.

Lorie has 25 years' experience in talent, culture and belonging strategy and implementation. She's been managing teams since 2003, and her career has spanned entrepreneurship, leadership coaching and multiple HR leadership roles. She is the Co-founder of the Enspire Foundation, a social enterprise, a founding member of Hacking HR, and is an expert in DEIB.

PMP: What's the one thing that every new manager should do in their first 90 days?

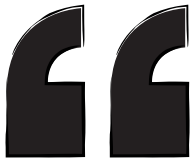
Lorie: I have these three words that guide me through the first 90 days: listen, learn, and love.

First, I listen. I make sure I take the time to listen to everyone and get to know them. I also recommend that you create a Google sheet that you use to store all the little things you learn about your team: like their dog's name, their favorite place or their favorite food.

Next, the learning piece. Learning is about coming from a place of curiosity—learning what is important to the company, what is important to your managers, what is important to your team and what they need from you.

And then the third piece is love. As a manager, you're responsible for creating a sense of belonging for your direct reports. For me, that means that we're here to make sure that everyone feels seen, heard, and cared for.

And that's why I use the word "love" because, when I'm interacting with someone, I want to leave them better. I want them to feel uplifted. I hope that they feel like they're the most important thing to me right now. Honestly, I just want them to feel loved.



For me, that means that we're here to make sure that everyone feels seen, heard, and cared for.

PMP: What are the tools that you use to build trusting relationships with your new team?

Lorie: I recommend a tool called a trust agreement. This is basically just a list of questions for me to get to know my team:

- How do you define trust?
- What do you need to feel like you belong?
- When you're feeling under pressure, what does support look like for you?
- What sparks your creativity?
- What makes you smile?

At each one to one, I'll take just a few of these questions and work my way through them with each member of the team and I'll also take the time to answer them myself.

When I worked as a coach, I learned that, before I could help someone get clarity about where they wanted to go, I needed to first understand where they are today. And the same is true when I work as a manager.

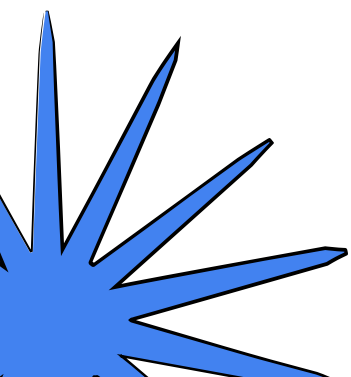
So, as well as the trust agreements, I also recommend that you schedule a team building session, within the first 90 days, focusing on defining your individual core values and finding your strengths.

PMP: How can you create a sense of belonging for your team when you're a new manager?

Lorie: I think it comes down to being vulnerable. Being vulnerable as a manager takes a lot of courage. But, when you're able to let go of what people think, and acknowledge your weaknesses, the majority of people will actually appreciate it because you are human and they can relate to you.

I've done this myself. I've said to my team, "I'm not feeling really well right now. I'm gonna take the rest of the afternoon off." And because I'm able to say that, it gives them permission to do the same thing.

It's not about being selfish—you need to fill your cup up first. It's about doing what you need to do to be emotionally, physically and mentally sound to be the best person and the best leader you can be. Leadership starts with leading yourself first and then leading others.





Creating a sense of belonging as a manager isn't really about resources or training, it's about creating habits and actions that help you to shift your mindset and understand the perspectives of others. It's a question of leading by example.

Self-awareness is key for a leader, especially when it comes to creating a sense of belonging. Learn more about what can cause someone who's marginalized or underrepresented to feel unwelcome or unsafe. Take the time to understand the perspectives of people who are not like you.

A useful exercise is to make a list of 5 to 10 people in your immediate circle, not including your family or your partner and their family. Then, with your list, add in their age, their education level, their marital status, their sexual status, their religion, their political views.

Once you've done this, take a look at your circle. Is it homogenous? Those are the people that are influencing your world view. So now you have an opportunity to identify where you could expand your perspective.

For instance, maybe you could start following a relevant association on LinkedIn, or look for books from an author of color.

Creating a sense of belonging as a manager isn't really about resources or training, it's about creating habits and actions that help you to shift your mindset and understand the perspectives of others. It's a question of leading by example.

To me, management really comes down to trying to create a world where we can all get to show up to work and be the best version of ourselves, authentic and loving and human.

**...AND
ONE THING
TO AVOID
AT ALL COSTS:
MAKING
ASSUMPTIONS!**

Three parallel black lines are drawn horizontally across the bottom of the text area, starting from the left edge and extending towards the right edge.

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager (and 1 Thing to Avoid at All Costs)

It was fascinating to me that, while all of my interview subjects gave very different answers to what new managers should do, they gave me almost identical answers to what new managers should never do.

And that one thing was: **“Don’t make assumptions.”**

Meaning, don’t try to be “the new sheriff in town,” as Matteo puts it. He cautioned against the urge that many new managers have to make change for change’s sake, to try and justify their promotion. If you do want to make a change, Matteo advises that you take a far more inclusive and democratic approach involving the rest of the team.

Tim agreed: “Whether you’re a new manager, or a seasoned manager entering into an organization, coming in and saying to your team ‘Do it my way’ is a great way to create a bunch of quiet quitters.”

Cara also thinks that it comes down to not making assumptions. “Everyone on your team deserves to be seen as having infinite potential. It’s your job when you first arrive to understand their perspective, not to impose your own.”

No matter how much experience you have, you need to come to your new role with fresh eyes if you want to make the right decisions for this particular team.

In fact, while so many new managers feel under pressure to make sweeping changes immediately, Lorie advises that you don’t make any changes, or even recommend any changes, until you fully understand the landscape and the current way of doing things.

After all, she points out, if you haven’t built a sense of trust with your new team, they may well be resistant or obstructive to the changes you propose.

In other words, keep your focus on building a foundation of trust, a solid plan, and close relationships with your team in the first 90 days. Doing so will mean you’ll be able to deliver a far greater impact in your next 90 days.



DON'T TRY TO BE "THE NEW SHERIFF IN TOWN"

Matteo Vasirani

DON'T MAKE ASSUMPTIONS

COMING IN AND SAYING TO YOUR TEAM 'DO IT MY WAY' IS A GREAT WAY TO CREATE A BUNCH OF QUIET QUITTERS

Tim Reitsma

IT'S YOUR JOB WHEN YOU FIRST ARRIVE TO UNDERSTAND THEIR PERSPECTIVE, NOT TO IMPOSE YOUR OWN

Cara Brennan Allamano



4 Things You Absolutely Must Do in Your First 90 Days as a New Manager
(and 1 Thing to Avoid at All Costs)

SUMMARY:

WHAT TO DO IN YOUR FIRST 90 DAYS AS A NEW MANAGER

4 Things You Absolutely Must Do in Your First 90 Days as a New Manager
(and 1 Thing to Avoid at All Costs)



1 Meet with your own manager to understand your team goals, who is responsible for what, and how your team fits into the big picture.

2 Meet with your team as a group to define your shared identity, discuss your core values and strengths, review and affirm your goals and priorities, and get to know each other better.

3 Schedule a one-to-one meeting with each team member. Discuss the way that you both prefer to work and what your expectations are. Learn what inspires and motivates them, what they're curious about, why they joined the team in the first place. **Build trust by getting to know each other as human beings, not just colleagues.**

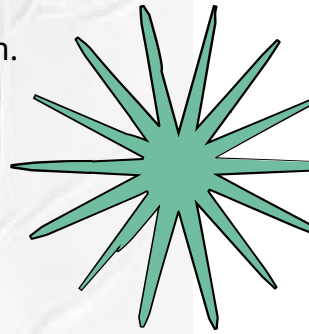
4 Build a network of mentors, coaches, friends and teachers **that you can ask for help when you need it—** because you will need it!

5 Create, source, or customize the following tools:

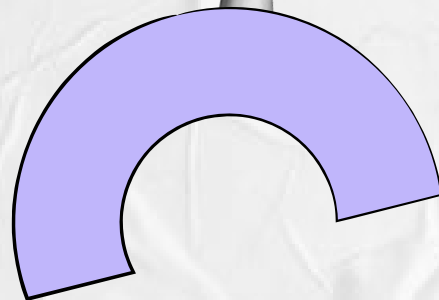
- A **performance management system** to communicate goals, monitor progress, and quickly flag up stumbling blocks.
- A means of documenting team achievements and progress in real time (a simple Google doc may well be enough!)
- A trust agreement (or similar) to use in one-to-ones
- A spreadsheet to track personal details about your direct reports (anything that's important to them, like their kids' names or their favorite restaurant)
- A map of the learning needs and interests of your team.

6 Review your mindset:

- Get comfortable with being vulnerable, admitting when you don't know something, and asking for help.
- Remind yourself that you're lucky to have your team around you, and that it's your responsibility to help every team member thrive.
- Review your own unconscious biases and actively try to broaden your perspective.
- And switch your focus from "How can I succeed?" to "How can I help others succeed?"



How can I help others



KEY TAKEAWAYS

What got you here won't get you there.

Becoming a manager is often the result of your individual skills, expertise and confidence. But being a great manager is about being collaborative. It's actually far more about your team's success than it is about your own. So, instead of focusing on yourself and your own goals and objectives, you need to prioritize creating an environment where your team can thrive.

It's OK—in fact, it's crucial—to be vulnerable.

Being a great leader takes humility, empathy, and the ability to understand and listen. Instead of feeling like you need to look competent and in control at every moment, part of your new job is to be prepared to be vulnerable. Admit it when you don't know the right approach. Ask for help. Collaborate with your team rather than dictating.

Use your first 90 days to plan out goals and priorities.

Work with your team to define your shared mission, your area of focus, and your short-term goals. These may shift over time—you're new to the role, after all—but if you have a detailed, specific plan in place you will be able to communicate those shifting priorities more easily.

Keep your focus on clarity, responsibility and accountability.

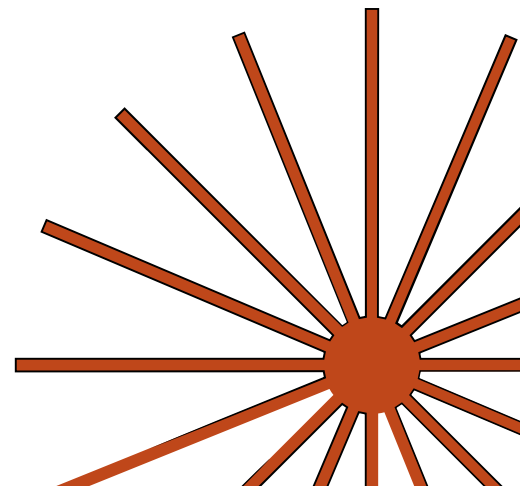
The first 90 days should be about establishing clear goals, understanding who is responsible for what, how you're going to measure your progress, and how you're going to keep yourselves accountable.

Let your team know how you like to work, and what your priorities and expectations are.

For example, if you like to give and receive a lot of feedback, let them know that they should expect that. That way, they'll know where they should focus their efforts, and they won't get caught off-guard by your approach to management.

Don't forget to fill your own cup first.

Being a manager is hard work—especially if it's your first time. Treat yourself the way you want your team to treat themselves.



RESOURCES

Here are some further resources to help you in your management journey:

- 8 Effective Ways To Get Employee Feedback (+ Pros and Cons)
- How To Choose The Right Performance Management System For You
- In Too Deep: How To Keep Calm & Carry On When You're Overwhelmed As A New Manager
- 5 Ways To Give More Effective Feedback
- The Y Factor: How To Successfully Increase Employee Engagement
- How To Do Employee Recognition The Right Way (with Tom Short from Kudos)
- People Management Tips For New And Experienced Managers
- How To Go From Manager To Coach

**people
managing
pe*ple**

peoplemanagingpeople.com