

Your first 90 days, *on one page*

Stick it next to your monitor and tick things off as you go. The plan comes from our playbook on the first 90 days as a new manager.



WEEKS 1 AND 2

Listen first, change nothing

- ☐ 30 minutes with each person. Ask: What's working that I should never change? What's draining you? What would help you do your best work? What do you need from me?
- ☐ Write it down. Change nothing yet.
- ☐ Ask my own manager what good looks like at day 90. Get three outcomes in writing.
- ☐ Agree three outcomes with each person in my team.
- ☐ Start a private list of everything I've promised.

WEEKS 3 TO 6

Set the rhythm

- ☐ A fixed one-to-one with each person. Their list first. Never cancel it, move it.
- ☐ A Friday reset, 20 minutes. Three outcomes for next week, estimates as ranges, the task I'll dodge, and what isn't happening.
- ☐ A 90-minute team launch: who's in, why we exist, what good looks like, who decides what, how we work, when we check.

WEEKS 7 TO 12

The first hard bit

- ☐ First real feedback, within 48 hours of the moment.
- ☐ Deal with the thing everyone's waiting for me to deal with.
- ☐ Ask one person for feedback about me. Show what I changed within two weeks.
- ☐ Count one new behaviour every week for ten weeks.

MY THREE DAY-90 OUTCOMES

Agreed with my own manager, in writing

- 1 _____
- 2 _____
- 3 _____

BY DAY 90, I HAVE _____

- ☐ One-to-one booked with everyone, in a fixed slot
- ☐ Three outcomes agreed with my own manager
- ☐ Three outcomes agreed with each person
- ☐ A list of my promises, reviewed monthly
- ☐ A Friday reset in the diary
- ☐ A team launch held, with 30 and 90 day reviews booked
- ☐ One task handed over, decision rights named
- ☐ First feedback given within 48 hours
- ☐ One question asked about me, one visible change made
- ☐ One behaviour counted for ten weeks

SAY IT LIKE THIS

“*I'm not changing anything yet. I want to see how it really works first. By the end of the month I'll tell you what I've done with what you've told me.*

I should have said this three weeks ago, and I didn't. I want to talk about the last three deadlines.