

# New Manager Checklist

A first 30/60/90 day plan for a newly promoted manager to lead a team with confidence.

## Prepare Before You Start

- Clarify your responsibilities and authority with your boss
- Learn the team's goals, metrics, and current projects
- Review each team member's role and recent performance
- Understand the budget, tools, and resources you own
- Identify a mentor or peer manager for advice
  - A trusted peer shortens the learning curve.
- Reflect on the kind of leader you want to be

## First 30 Days: Listen and Learn

- Hold one-on-ones with every team member to listen
- Ask about their goals, challenges, and what helps them
- Observe how the team works before changing anything
- Meet key stakeholders and cross-team partners
- Learn the existing processes, rituals, and norms
- Build trust by following through on small commitments
  - Resist the urge to overhaul things in week one.

## First 60 Days: Build Direction

- Share your priorities and expectations with the team
- Set or confirm clear team goals and success metrics
- Establish a regular cadence of one-on-ones and team meetings
- Start delegating instead of doing the work yourself
- Address one or two obvious process improvements
- Give and invite feedback openly to set the tone
  - Model the feedback culture you want.

## First 90 Days: Drive Results

- Own the team's performance and outcomes fully
- Coach individuals toward their development goals
- Make a meaningful improvement to how the team operates
- Deliver an early win that builds momentum and credibility
- Review progress against the goals you set at day 60
- Plan priorities for the next quarter with the team

## Develop Your Team

- Identify each person's strengths and growth areas
- Create simple development plans together
- Recognize good work specifically and often
- Hold accountable conversations early and respectfully
- Remove blockers so the team can do its best work

- Spot and support potential future leaders

Growing others is your new core job.

## **Grow as a Leader**

- Block time for management work, not just doing tasks
- Seek regular feedback from your manager and team
- Take a leadership or people-management training course
- Reflect weekly on what is working and what to adjust
- Protect your own time and avoid burning out
- Set personal leadership goals for the next quarter

Treat your growth as deliberately as the team's.