

## New manager to-do list

*Although every situation is different, in most cases you will want to spend time on the activities that follow. Use this checklist to ensure that nothing important falls through the cracks and to monitor your progress.*

### Overall priorities for the first 90 days

- Build a productive relationship with boss
- Build a productive relationship with each team member
- Set goals and start delivering value
- Develop essential management skills

### Complete before day 1

- Research new team members (potential sources include resumes, job descriptions, past performance reviews, work samples, social media pages)
- Read all written and online materials related to the company (e.g., website, intranet, handbook, press clippings, employee surveys, financial and operating reports, strategic plans, CEO blog)
- Research industry and competitors
- Study the legalities of the position (e.g., discrimination laws related to hiring and firing, sexual harassment laws)
- Talk with the previous manager if possible
- Practice core management skills: delegation, giving feedback and 1-on-1s
- Plan first day and week

### Complete in the first week

- Introduce self to team
- Figure out which meetings to attend
- Do at least one thing to help manager and each team member

### Schedule and conduct key stakeholder information sessions

- Supervisor
- Team members (introductory group meeting)
- Team members (individual)
- Other team managers
- Executive leaders
- Executive leaders' administrative staff

- Long-time employees
- Customers, distributors and partners
- Others: \_\_\_\_\_

## Schedule recurring meetings

- Weekly 1-on-1 with supervisor
- Weekly 1-on-1s with each team member
- Weekly team meeting
- Cross-departmental, regional or other recurring meetings

## Complete in remaining 11 weeks

### Identify and deliver quick wins to build initial credibility

- Win 1: \_\_\_\_\_
- Win 2: \_\_\_\_\_
- Win 3: \_\_\_\_\_
- Win 4: \_\_\_\_\_
- Win 5: \_\_\_\_\_

### Planning activities

- Set priority 1: \_\_\_\_\_
- Set priority 2: \_\_\_\_\_
- Set priority 3: \_\_\_\_\_
- Create SMART goals for each priority
- Discuss priorities and SMART goals with supervisor and team
- Delegate action items related to SMART goals
- Create measurement/tracking system for SMART goals
- Select methods for ongoing communication of priorities and goals (e.g., presentations, 1-on-1s, emails, team meetings, intranet)
- Revisit and revise priorities and SMART goals on a monthly basis (ongoing)

### Team-building activities

- Schedule and hold team lunch or outing
- Create development plan with each team member
- Give each team member reinforcing and redirecting feedback (ongoing)

## **Team assessment activities**

- Identify each team member's strengths and weaknesses (ongoing)
- Make any pressing hiring/firing decisions by end of first 90 days (work with HR and supervisor on this)

## **Self-assessment activities**

- Ask for and integrate feedback from supervisor during each 1-on-1 (ongoing)
- Ask for and integrate feedback from team (ongoing)
- Schedule time for reflection and learning (ongoing)
- Touch base with mentors

## **Management skill-building activities**

- Read Jhana's 1-on-1 topic
- Read Jhana's Giving Feedback topic
- Read Jhana's Delegating topic
- Practice all three
- Get feedback from others on all three