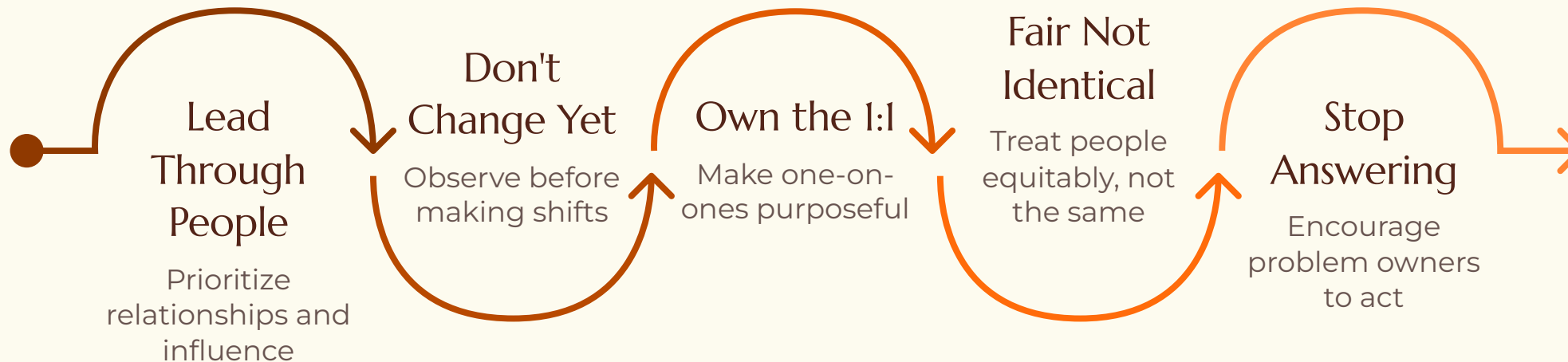


Out Loud

Week 1 Recap · Survive and See

You changed careers, not just titles. Here is everything Week 1 gave you on one page: for each day, the principle, the words, and the one move. Keep it. Reopen it the day the moment lands for real.



DAY 1

You lead through people now

The Principle

You were promoted for your output. From now on you'll be judged on theirs.

Why It Matters

Your job is no longer to do the work. It's to make the work happen through other people, and to be someone they want to do their best work for.

Say This — To Yourself

"My job is no longer to do the work. It's to make the work happen through other people, and to be someone they actually want to do their best work for."



Your Move

Write down the 3 tasks you're still doing because you're faster. Those are the first 3 you'll hand over.

Don't change anything yet

The Principle

In week one, the most powerful thing you can do is nothing — slowly and on purpose.

Why It Matters

Diagnose first, change later. You will never have this clean a window to learn how things really work again.



Your Move

Ask three "why do we do it this way?" questions, and listen without fixing anything.

Say This — To the Team

"Before I change anything, I want to understand how things actually work here and what's worth protecting. For the next couple of weeks I'm mostly going to ask questions."

DAY 3

The 1:1 is your whole system

The 1:1 is the meeting where you find out the truth before it becomes a problem.

Weekly, 30 Minutes, Every Person

Status lives in tools. The 1:1 is for what they'd never put in writing. Treat it as theirs, not yours — not a status update.

Three Questions to Open With

- What's working?
- What's slowing you down?
- Where do you want to be in six months?

Your Move

Send the recurring 1:1 invites to everyone before you close your laptop today.

"This is your time, not mine — for whatever's useful to you, not status. Three to start: what's working, what's slowing you down, and where do you want to be in six months?"

Fair means different, not identical

The Principle

Fair doesn't mean identical. It means each person gets what they need to do their best work.

Why It Matters

The best managers coach to the individual. One person wants you in the detail; another feels suffocated by it.

Say This — In Your 1:1s

"I want to manage you the way that works for you. How do you like feedback — in the moment or written first? How close do you want me — in the detail, or out of your way?"

Your Move

Ask one person how they like to be managed, and write down what they say.

Feedback Style

In the moment vs. written first — ask, don't assume.

Proximity Preference

In the detail vs. out of the way — both are valid.

Growth Direction

Where they want to go shapes how you coach them today.

Stop being the answer machine

Every answer you hand over is a decision you've taken away from someone who needed the rep.

The Principle

Solve every problem in 20 seconds and you train the team to bring you problems instead of solutions — and make yourself the bottleneck.

Why It Matters

Build judgement; don't be it.



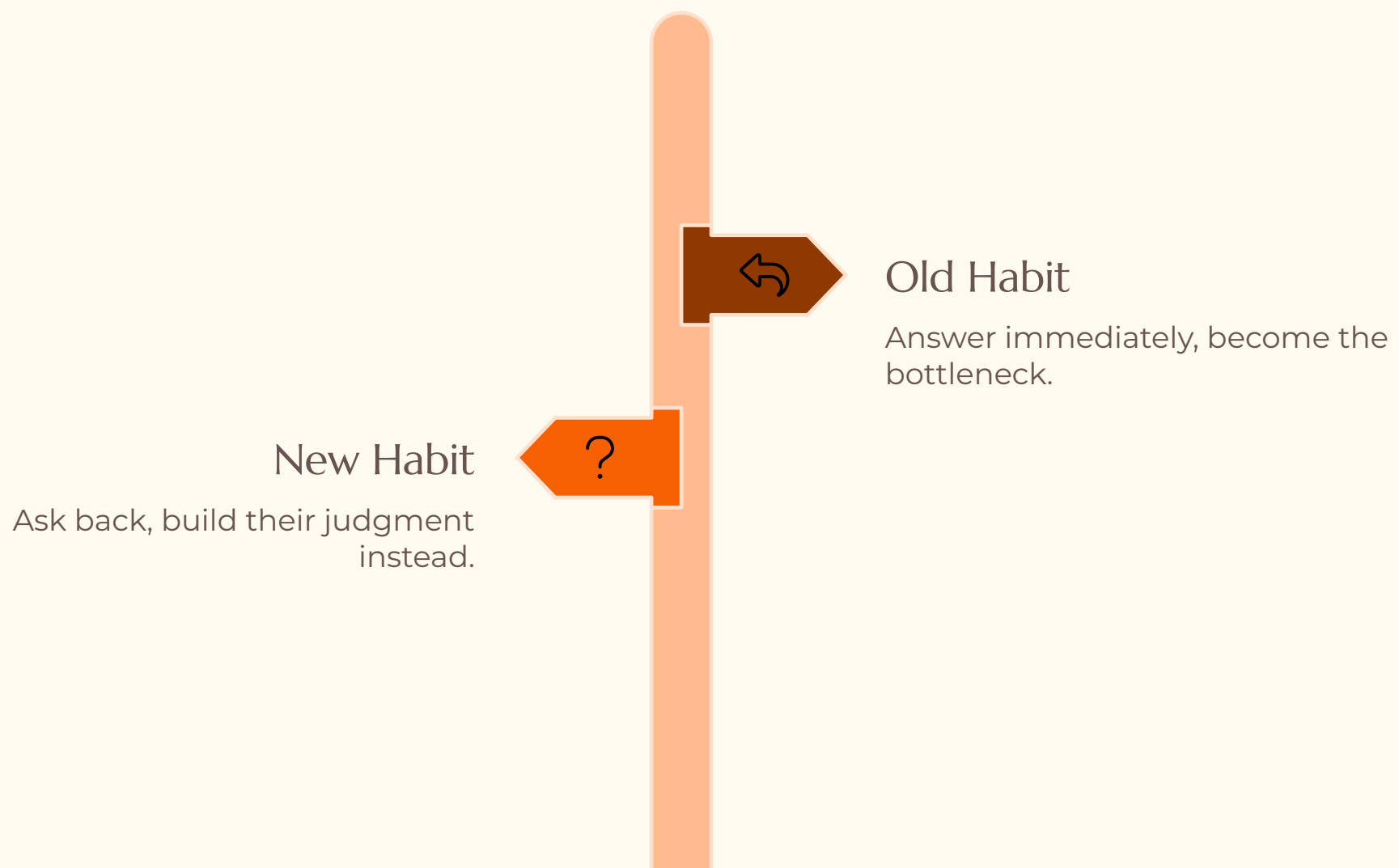
Your Move

Answer one "what should I do?" with "what's your instinct?" — then wait through the silence.

Say This — Instead of Answering

"What have you already tried? What do you think the right call is? If I weren't here, what would you do?"

Then go quiet and let them answer.



"I don't know" builds trust

The Principle

"I don't know yet" said calmly builds more trust than any answer you bluffed.

Why It Matters

Your credibility comes from how you show up when you don't know — not from pretending you always do.

Say This

"I don't have a confident answer yet, and I'd rather tell you that than make something up. Here's what I can say based on what we know today — and I'll get you a real answer by [when]."

Bluffing

Gives a quick answer. Erodes trust when it's wrong. Trains people to doubt you quietly.

Admitting

Says "I don't know yet." Builds credibility. Shows intellectual honesty and calm under pressure.

Committing

Pairs "I don't know" with a deadline. Closes the loop. Turns uncertainty into reliability.

Your Move

Say "I don't know, let me find out" out loud once — without flinching.

Build the rig that keeps you upright

A few recurring slots, one honest person outside your team. That's the rig that keeps you upright.



Weekly 1:1s

Protected time with every person on your team. Non-negotiable, recurring, theirs.



Team Sync

A team meeting that isn't status theatre. Focused, purposeful, and worth everyone's time.



Friday Review

30 minutes, just for you. Reflect on the week before the next one begins.



Peer-Mentor

One person outside your team. No agenda, just honesty. Management is lonely — don't go it alone.

"I've just started managing and could use someone outside my team to compare notes with. No agenda, just honesty. Coffee once a month?"



Your Move

Block a weekly Friday review in your calendar, and message one possible peer-mentor today.

Carry into Week 2

What You Did in Week 1

- Listened before changing anything
- Asked questions instead of giving answers
- Said "I don't know" out loud

That is further than most managers get with any plan.

What's Coming in Week 2

Set the Standard

- How you work — your rhythms, your expectations
- How you give feedback — clearly, kindly, and often
- How you manage up — keeping your own manager informed

You spent Week 1 listening, asking, and saying "I don't know" out loud. Next week, you set the standard.