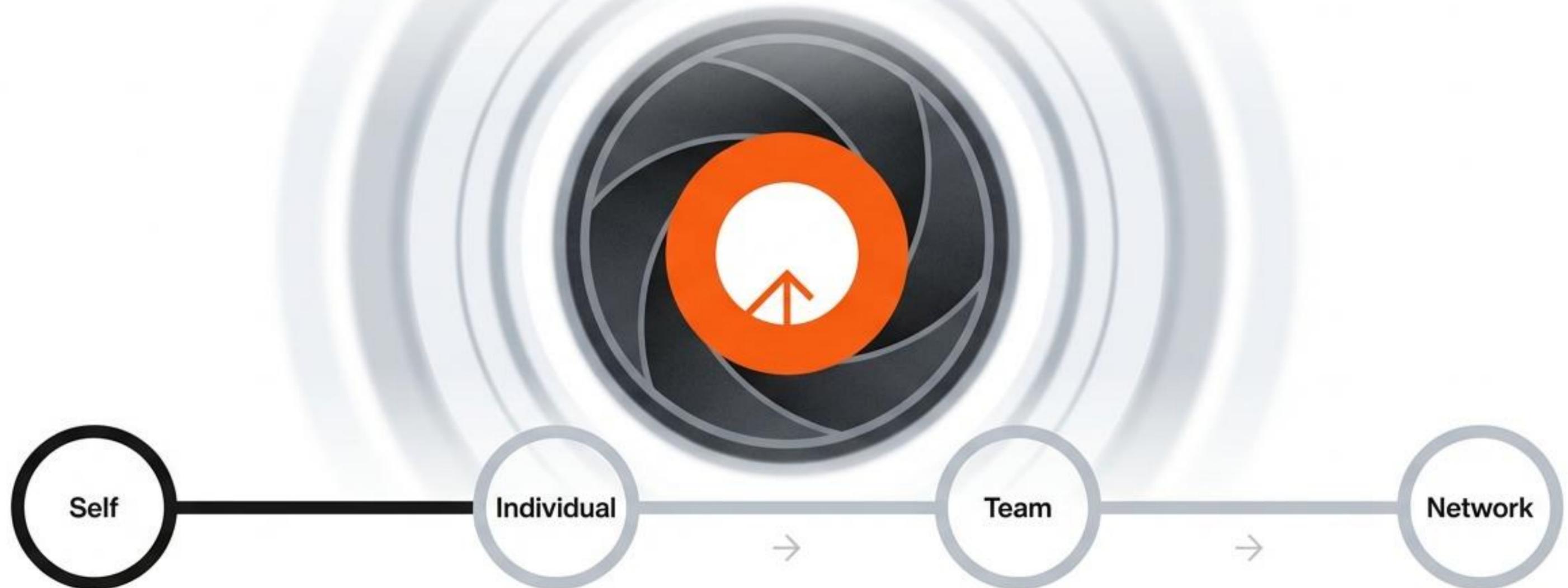


# From Doing to Leading

## The New Manager's Essential Playbook

Insights from HBR's 10 Must Reads on New Managers (2026 Edition)



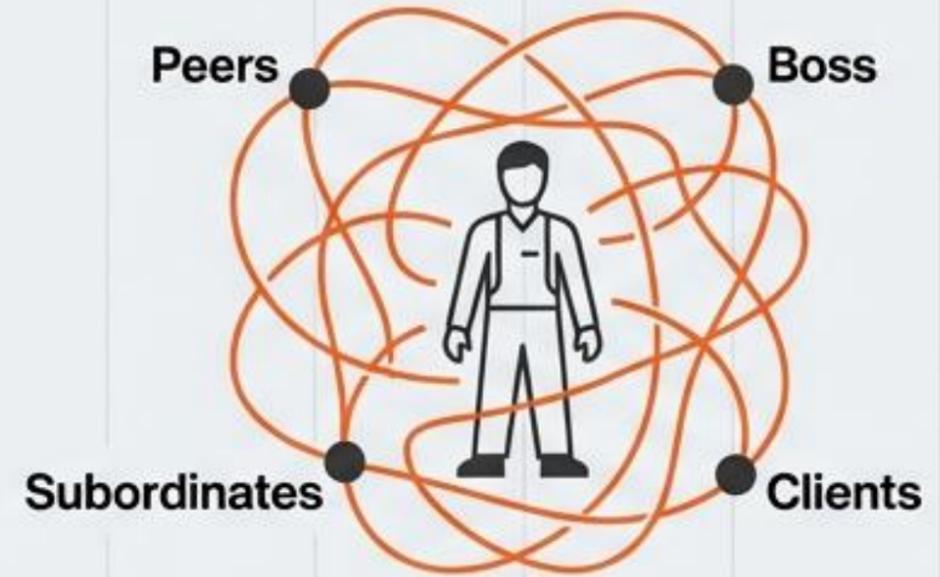
# The Transition: A Profound Psychological Shift

## THE EXPECTATION



- Power and Authority
- Freedom to implement ideas
- Control over outcomes

## THE REALITY



- Dependency on others
- Constrained by interdependencies
- Commitment, not just compliance

“Do you know how hard it is to be the boss when you are so out of control? ... It’s the feeling you get when you have a child. On day X, all of a sudden you’re a mother or a father and you’re supposed to know ev everything.” — **Linda A. Hill**

# Busting the Myths of Management

MYTH	REALITY
Source of Power = Formal Authority	 Source of Power = Credibility & Trust (Everything BUT formal authority)
Desired Outcome = Compliance & Control	 Desired Outcome = Commitment & Empowerment
Focus = Managing Individuals	 Focus = Leading the Team Culture
Key Challenge = Keeping Operations Running	 Key Challenge = Initiating Change to Improve Performance

**Insight: Compliance does not equal commitment.**

# Strategic Thinking at Any Level

The 4-Step Cycle defined by Nina A. Bowman

## 1. KNOW

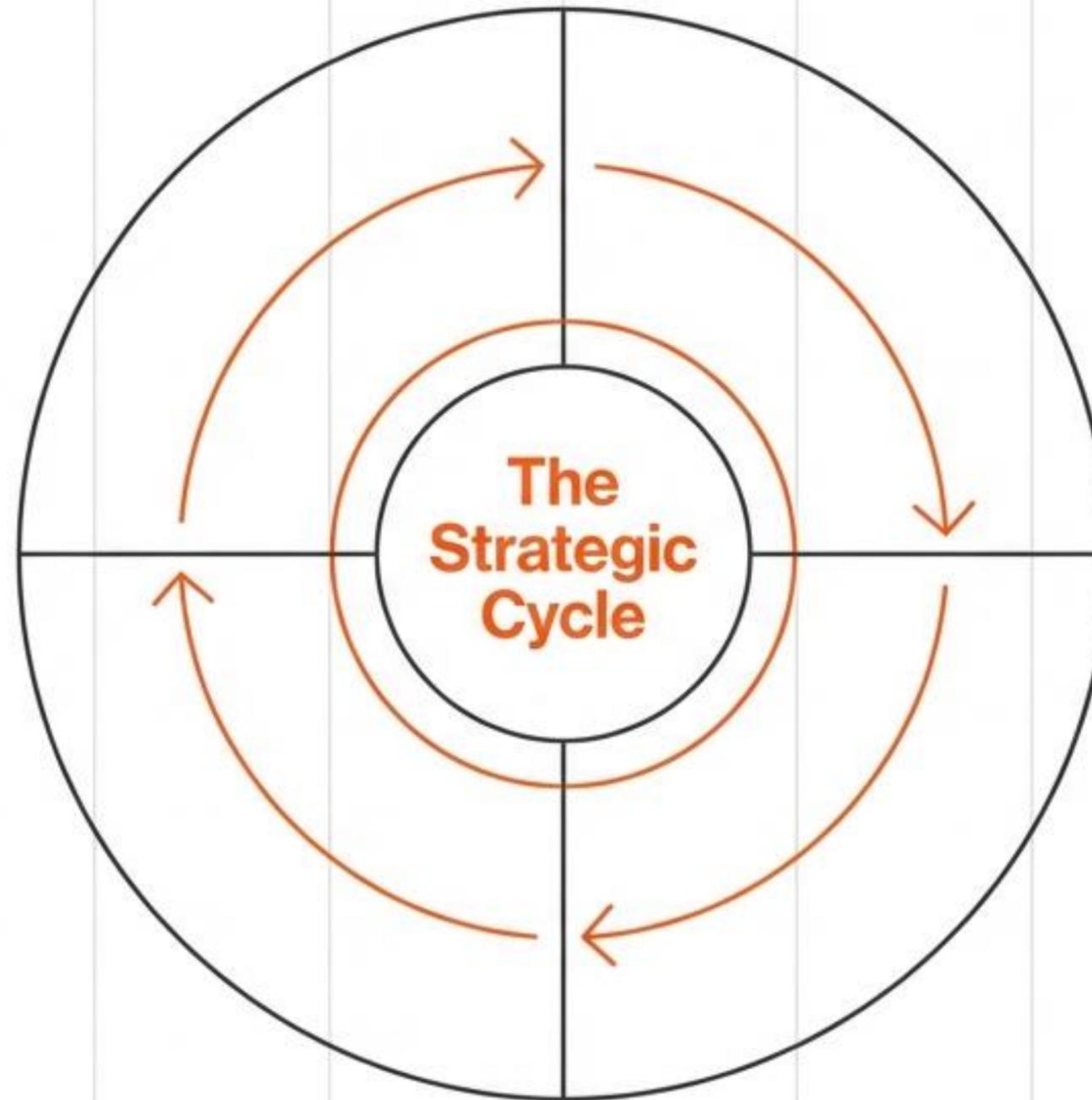
### Seek Trends.

Synthesize internal data and connect with peers to understand the marketplace.

## 4. ACT

### Make Time.

Prioritize "thinking time" on the calendar as if it were a mandatory meeting.



## 2. THINK

### Ask Questions.

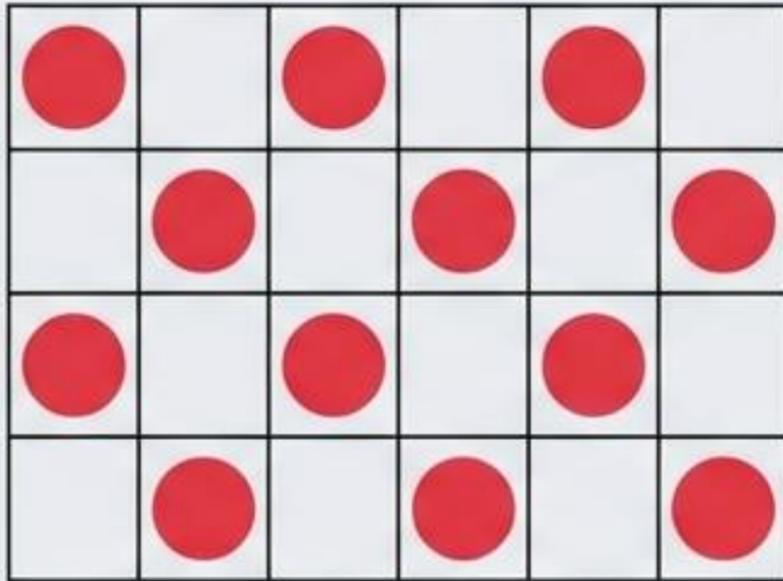
"What does success look like in Year 3?" "What are the signs of failure?"

## 3. SPEAK

### Structure Ideas.

Group main points logically. Give the answer first, then the details.

# Average managers play checkers. Great managers play chess.



**Checkers:** Uniform pieces, single strategy



**Chess:** Unique pieces, complex strategy

## Lever 1: Strengths

Don't just ask what they are good at.  
Ask what strengthens them.  
"What was your best day at work in  
the last 3 months?"

## Lever 2: Triggers

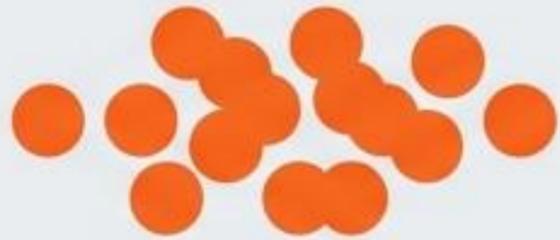
What activates their performance?  
Is it recognition? Independence?  
Time with the boss?

## Lever 3: Learning Styles

- **Analyzer:** Needs preparation and info.
- **Doer:** Needs trial and error.
- **Watcher:** Needs to see a model performance.

# The Rhythm of Help: Helping Without Micromanaging

## Method 1: Concentrated Guidance



Deep hurdles or complex creative work.  
Tight clustering of help over a few days.  
Requirement: Ensure readiness first.

## Method 2: Path Clearing



Ongoing, daily friction.  
Intermittent, brief intervals (e.g., 30 mins).  
Requirement: Avoid 'Swoop and Poop' (shallow criticism).

Clarify your role: 'I am here to be a **helper**, not a judge.'

# Anatomy of the Perfect 1:1 Meeting

The only meeting where the employee is the focus.

**10 Min: Their Agenda**  
(They talk, you listen)

**10 Min: Our Agenda**  
(Coaching & Alignment)

**10 Min: The Future**  
(Growth & Development)

## The Rules

- Cadence: Weekly or Bi-weekly.
- Never cancel; reschedule.
- Talk Ratio: Manager listens 90%, talks 10%.

## The Questions

- Short term: "Is anything slowing you down?"
- Long term: "Does this work align with your 5-year goals?"

## The Goal

Not for status updates. For employee needs and growth.

# Feedback is Love

Reframing feedback from criticism to relationship building.

## GIVING Feedback (The Coaching Approach)

Step 1 **Benefit of Doubt** ("I know this is new...")

Step 2 **Guidance** ("Here are areas to improve...")

Step 3 **Impact** ("Changing this helps the team by...")

Step 4 **Invite Response** ("What is your reaction?")

## RECEIVING Feedback (Building Trust)

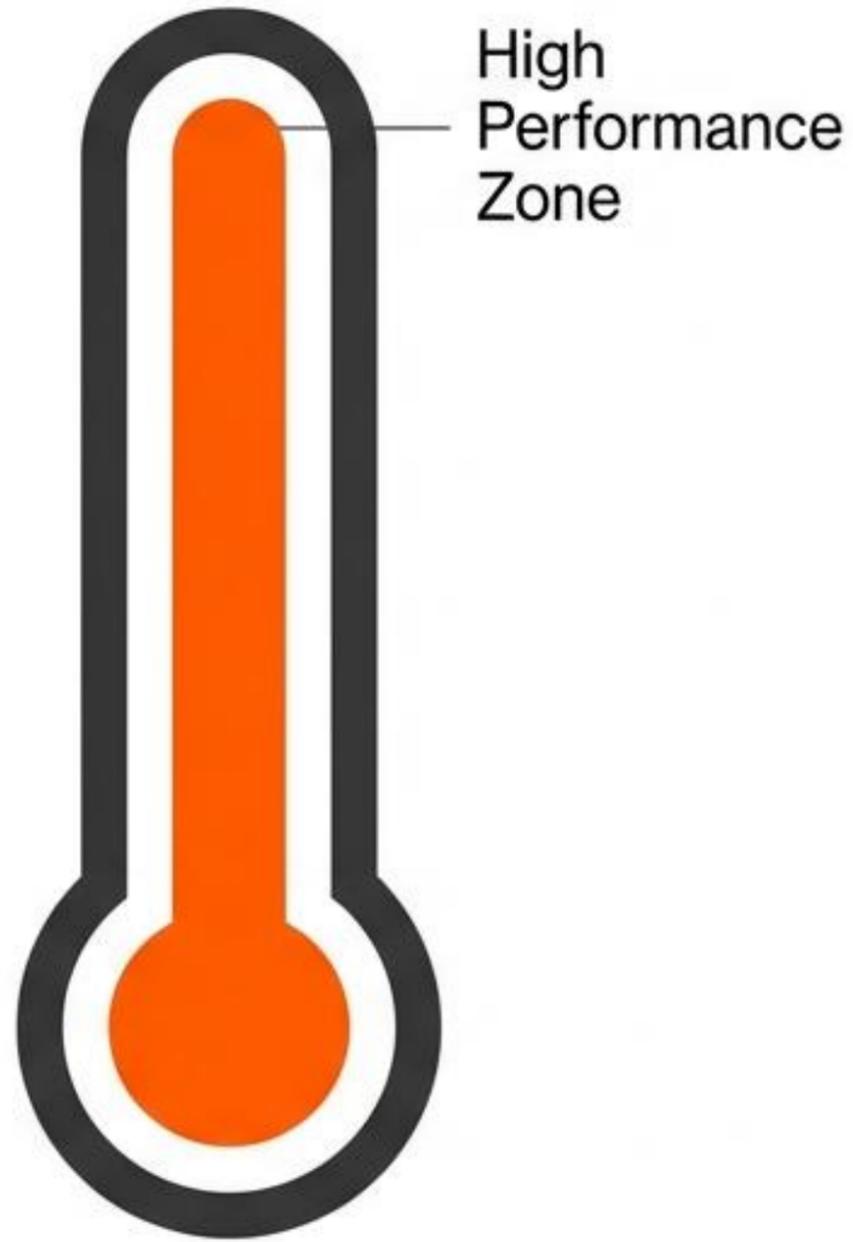
Step 1 **Create Safety** (Share your own failures)

Step 2 **Ask Explicitly** ("Tell me when I'm wrong")

Step 3 **Listen & Repeat** ("Here is what I heard...")

Candid feedback helps relationships weather storms. Ignoring issues destroys trust.

# Psychological Safety: Felt Permission for Candor



Visualizing the ideal team climate.

## Definition:

A shared belief that it is safe to take risks and admit mistakes without fear of retribution. It is **NOT** about being “nice”.

## The Litmus Test (Edmondson’s Questions):

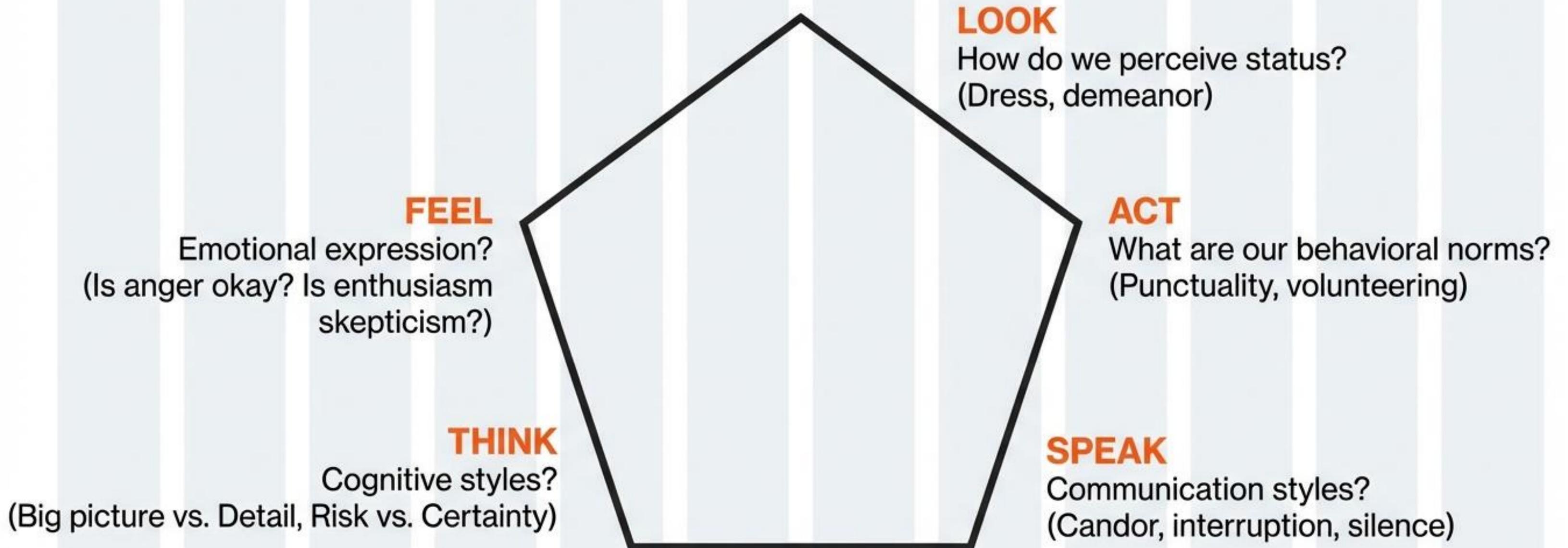
1. If you make a mistake, is it held against you?
2. Is it safe to take a risk in this team?
3. Is it difficult to ask for help?
4. Are unique skills and talents valued?

## Leader’s Action:

Replace blame with curiosity. Ask “**What did we learn?**” not “**Who messed up?**”

# Preempting Conflict: The 5 Conversations

Discuss HOW you work before you start the work.



Technique: Use the phrase “In my world...” to explain preferences without judgment.

# Energizing the Hybrid Team

Managing Energy, Not Just Time



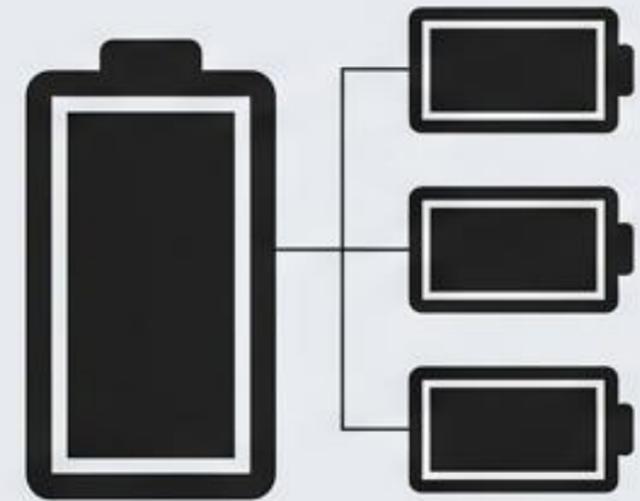
## Channeling Energy

Focus: Emphasize overarching goals. Make overcommitment transparent to fix scattered efforts.



## Generating Energy

Meaning: Co-create meaning. Focus on small wins and momentum to combat isolation.

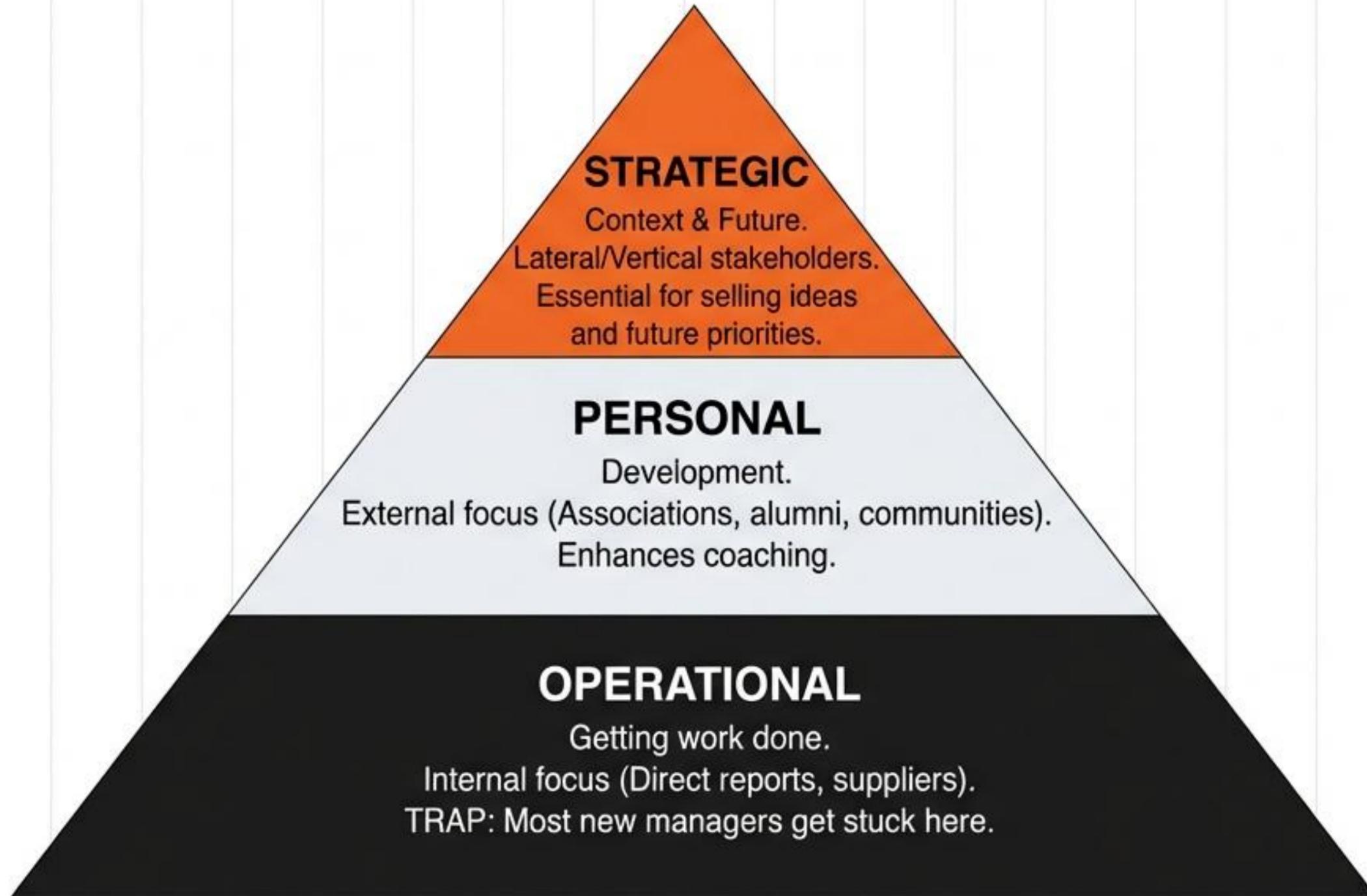


## Multiplying Energy

Strengths: Leverage unique strengths. Reveal your own idiosyncrasies to empower others.

# The Network Trap

## Moving from Operational to Strategic



**Action:**  
Reallocate time.  
Strategic networking  
is not 'politics'—it  
is the lifeline for  
impact.

# Selling Ideas Up the Chain

## The 7 Tactics of Issue Selling

- ✓ **1. Tailor the Pitch:** Connect to their goals (e.g., revenue targets).
- ✓ **2. Frame the Issue:** Highlight business benefits, not just moral imperatives.
- ✓ **3. Manage Emotions:** Regulate your own; inspire positivity in others.
- ✓ **4. Timing:** Catch the wave of trends or organizational shifts.
- ✓ **5. Involve Others:** Build a coalition. Don't go it alone.
- ✓ **6. Adhere to Norms:** Know when to be formal (slides) vs. informal (chats).
- ✓ **7. Suggest Solutions:** Don't just bring problems. Propose a fix.

Middle managers are the bridge. Success depends on framing issues to match strategic goals.

# The New Manager's Cheat Sheet

## SELF

Give up control to gain influence.

## STRATEGY

Make time to think, not just do.

## TALENT

Capitalize on uniqueness; don't fix weaknesses.

## HELP

Clarify your role as helper, not judge.

## MEETINGS

1:1s are 90% them, 10% you.

## FEEDBACK

Feedback is love. Build the relationship.

## CULTURE

Safety = Felt permission for candor.

## INFLUENCE

Network strategically to sell ideas upward.

# Leadership is a journey of continuous learning. Start where you are.



*“Even for the most gifted individuals, the process of becoming a leader is an arduous, albeit rewarding, journey... The new role didn’t feel anything like it was supposed to. It felt too big for any one person to handle.” — Linda A. Hill*

You are not alone. Lean on your network, trust your team, and keep learning.